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## Quick Tip:

Written by the editors of *Solutions*

**Inform employees what you would like them to do and then let them do it.**

When you delegate a task choose a person who has the knowledge, skills and abilities to complete the task. Once the task has been delegated and the employee has received clear instructions let them perform the task. You will find employees will feel ownership in the task and will be more receptive if you need to provide assistance. You will also see more ingenuity; more progress and commitment from them develop over time.

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

## Integrity

### Life-and-death leadership lessons

Sir Ernest Shackleton's most spectacular exploration attempt—crossing the Antarctica by foot in 1914—ended when his ship was crushed in the ice of the Weddell Sea.

Caught adrift on a melting ice floe for five months before reaching a small island, Shackleton and his 27 men faced the unrelenting cold with skimpy provisions and flimsy tents.

Shackleton then picked a small group to voyage 800 miles over treacherous seas in a rickety lifeboat to a whaling station. He found another ship, packed it with provisions and returned to rescue the rest of his crew.

Because he succeeded in keeping every man alive for 634 harrowing days, Shackleton has inspired many to study his leadership. His lessons:

#### Communicate.

Immediately after the ship sank, Shackleton addressed his crew, candidly assessing their situation but also detailing a plan of action. He thereafter communicated constantly with his men, keeping careful tabs on their thoughts and morale.

**Maintain your leadership.** Shackleton understood that as the crisis deepened, some would lose heart, questioning his decisions and authority. So while asking for everyone's support and help, he left no one in doubt about one thing: He was in charge.

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Behind me is infinite power.  
Before me is endless possibility.  
Around me is boundless opportunity."

-Stella Stuart

## Strategic Thinking

### Strategic planning made simple

Strategic Planning does not have to be a ceremonial process. There are a small number of questions an organization can ask itself:

- Where is the organization today?
- Where will the organization be in the future? (one, five & ten year plan)
- Does the outlook seem satisfactory?

If the responses are unsatisfactory, what changes should the organization make?

- Who will implement the changes?
- How long will it take?
- What are the advantages and disadvantages associated with implementing these changes?

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//There are  
**no**  
**short**  
**cuts**  
to anyplace  
worth going //

—Beverly Sills

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## Integrity

# Life-and-death leadership lessons

Continued from Page 1

### Remain clear-eyed and optimistic.

Shackleton remained open to alternative plans and solutions. His upbeat attitude instilled confidence in his men.

### Involve everyone.

To keep the diverse group united, loyal and focused. Shackleton made sure each person had tasks that contributed to the group's welfare.

### Demand teamwork.

Shackleton minimized status differences, insisting on mutual respect and courtesy, and reinforced the team message: "We are one—we live or die together."

#### Source:

Adapted from Dennis T. Perkins *Leading at the Edge* (AMACOM: NY) and Margot Morrell & Stephanie Capparell, *Shackleton's Way: Leadership Lessons from the Great Antarctic Explorer* (Viking: NY). Borrowed from *Leadership Strategies*, published 12 times a year by: ©Briefings Publishing Group, 1101 King Street, Suite 110 Alexandria, VA. 22314. Copied with permission. May not be further reproduced. For more information please visit: [www.Briefings.com](http://www.Briefings.com)

## Strategic Thinking

# Strategic planning made simple

Environmental scanning is the process of taking stock of both the external and internal environment. There are many approaches to environmental scanning. One consistently used method is to conduct an analysis of the organization's strengths, weaknesses, opportunities and threats (commonly referred to as a **SWOT** analysis). A **SWOT** analysis typically encompasses the following areas:

#### *Internal Environment-*

**Strengths:** examples include: excellent customer service and products.

**Weaknesses:** examples include: poor customer service and products.

#### *External Environment-*

**Opportunities:** examples include: new customer base & technology

**Threats:** examples include: Service/ Products are obsolete.

SWOT analysis is a framework for investigating your strengths and weaknesses, and the opportunities and threats your organization may face. This will help you to concentrate on your strengths, reduce weaknesses, and take advantage of opportunities presented.

#### Written by:

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## Workforce Management

# Governor's Award for Quality and Productivity

Established in 1988 by the Governor's Advisory Council on Quality and Productivity, the Governor's Award for Quality and Productivity (GAQP) is a team award recognizing service excellence, efficiency, innovation, technology, process improvement, and employee development in Missouri state government. Winning projects must meet established requirements of effectiveness, responsiveness and efficiency of such quality that would make the project a model of

excellence in state government nationally.

As part of a continuous process to improve government efficiencies, beginning with Fiscal Year 2006, the GAQP will recognize winning teams from six major categories: Customer Service, Efficiency, Workforce Planning, Innovation, Process Improvement, and Technology in Government.

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## Highlights of broadbanding

“The advantage of the broadbanding option is increased flexibility while retaining structure and identity of managers with broad related class titles”



Broadbanding in Missouri State Government has been used in recent years as a tool to reduce the number of classifications in the Uniform Classification and Pay System. It also helps to simplify the selections process in state agencies.

This management tool was developed to merge broadbanded manager positions into one of three pay bands. Three index numbers are assigned for a single class specification, each of the respective index numbers are given a specific band designation (e.g., Band 1, Band 2 or Band 3). This is based on general minimum education and experience requirements.

The broadbanded manager positions are the result of consolidating job classes and broadening pay ranges. This has provided the state with a reduction of administrative and supervisory classes by their merger into very broad occupational classes.

The advantage of using the broad banding option is increased flexibility while retaining structure and identity of managers with broad related class titles. This option also allows greater flexibility to move managers laterally, or to different jobs within the same band, and to pay

managers within a broader range.

Obviously, the primary role of a manager position in agency programs and services is to manage. A manager position is identified by the number and/or size of programs and services that are managed. Other factors taken into consideration include the diversity and complexity of such programs or services.

When Division of Personnel staff looks at a manager’s position description, several questions are taken into consideration:

- Is the manager position a line or functional supervisor?
- Do the supervisory responsibilities have a planning impact?
- What is the supervisory impact?
- Is there a decision making impact?
- What is the size, scope, level and complexity of the program?
- What is the budget and fiscal management impact?
- Is there a planning impact?

Each question has an impact on whether the position will function at the management level.

During the hiring process a manager’s position is identified and selected based on a number of observations, which include, but is not limited to: work history, education, and the ability to serve as a subject matter expert in a number of areas and make impactful decisions.

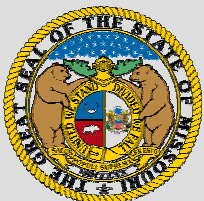
The advantages of broadbanding are: greater accommodation for transitioning managers into the broadbanding system; increased ability to obtain meaningful salary information in a broad banded system, enhanced recruitment efforts, and finally a reduced need for major changes in the Merit System.

Adapted from: Classification Advisory Committee Report.

Written by:

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## Governor's Award for Quality and Productivity

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The goal is to establish clear winners that will serve as a model of efficiency, quality, and effectiveness in Missouri state government.

Any team (two or more individuals) employed by the State of Missouri, who successfully completes a project with another section, division, department, agency, or community organization, which exemplifies the purpose of the GAQP, may submit a nomination.

A selection committee (comprised of state executives) uses established criteria to evaluate each nomination, and selects one winning team from each of the six categories.

The selection committee then forwards their recommendations to the Governor's Office for final approval.

During a ceremony at the Capitol, the Governor will present winning teams with the GAQP (a prism trophy), and each individual team member will receive a miniature replica.

The deadlines to submit nominations ended July 14th, 2005. The next edition of *Solutions* will provide information about each winning team and their accomplishment.

Written by:  
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// Workers like independence, but your interest and support make that independence more productive. //

### Flexibility

## When obstacles get you down

Positive thoughts and actions lower stress. But here's how they also boost your efficiency:

**Keep your sunny side up.** When mishaps occur, react with optimism. Find a silver lining and emphasize it. Example: If you're suddenly asked to turn in a project a week early, think "Good that gives me more free time later." By not turning setbacks into catastrophes, you can avoid bouts of stress or irritation that derail your progress.

**Set an example.** Spur your team to raise its productivity by doing high-visibility favors or others. When others see your selfless acts they'll be uplifted and will strive to

mirror your behavior. Result: Even as they work harder, they'll seek opportunities to give to others so that they can enjoy the same emotional rewards you do.

**Find humor in sadness.** If you can maintain some levity even when you're besieged by crises or struck by tragedy you become more resilient. Appropriate humor will help you stop moping so that you can focus on positive action instead.

Adapted from Psychology Today  
Sussex Publishers Inc., (212)260-7210  
Communication Briefings, 1101 King Street, Suite 110  
Alexandria, VA 22314, [www.briefings.com](http://www.briefings.com)  
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### Perceptiveness

## Active participation = fruitful conversation

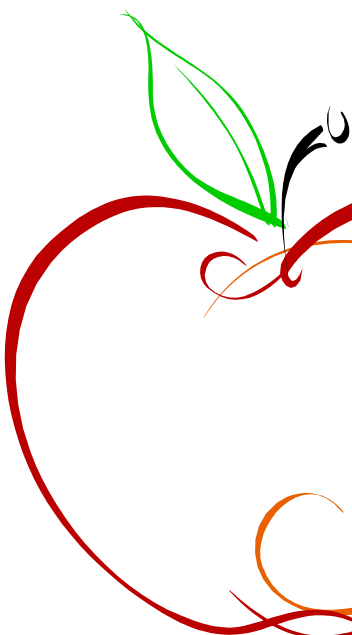
How many times have you said to an employee, "Let me know if you have any problems with ...?" This common phrasing actually has a negative tone—all that matters is what goes wrong. Instead, try saying something like, "I'm interested in how this works out, and if you want some feedback along the way, give me a call." Workers like independence, but your interest and

support make that independence more productive.

Adapted from *How Great Decisions Get Made* by Don Maruska (AMACOM)

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## Major changes in the structure of the AFL-CIO

### Significant Events in Labor Movement History



Just as Tiger Woods is to Jack Nicklaus, Arnold Palmer, Walter Hagen and Bobby Jones; or as the New England Patriots of the 00's are to the Dallas Cowboys of the 90's, the San Francisco 49ers of the 80's, the Pittsburgh Steelers of the 70's and the Green Bay Packers of the 60's: the year 2005 is to the years 1955, 1947, 1938 and 1935 in terms of the labor movement.

What these years all have in common is they represent the most significant events in labor movement history.

**1935: Original National Labor Relations Act (a.k.a NLRA or "Wagner Act" passed in Congress**

Two of the largest unions from the AFL-CIO formally announced during a boycott of this year's bi-annual AFL-CIO Convention in Chicago (July 25-28), their disaffiliation from the Federation. A week later a third union followed.

**1938: Congress of Industrial Organization (CIO) splits and rivals the American Federation of Labor (AFL)**

The three unions are the Service Employees International (SEIU), The International Brotherhood of Teamsters, and the United Food and Commercial Workers Union (UFCW). According to many news sources, these three unions represent a combined 4 million of the AFL-CIO's 13 million members and close to \$28 million of its \$120 million budget. A fourth union, UNITE HERE, who represents hotel and food service workers, is also expected to leave.

**1947: Taft-Hartley Act passed in Congress amending the NLRA**

**1955: AFL and CIO merged to form the AFL-CIO**

**2005: Several large unions disaffiliate from AFL-CIO**

These four unions, along with the Laborers' International Union of North America (LIUNA), United Brotherhood of Carpenters and Joiners of America, and the United Farm Workers make up a group

called the Change to Win Coalition.

The objectives of the Coalition unions include a new approach to labor's role in politics as well as reversing the declining trend of union membership in America.

Visit [www.changetowin.org](http://www.changetowin.org) for more information

There are many reasons cited by various sources and experts regarding this split in the labor movement and even more analysis and opinions about the impact it will have on politics, government, business and society as a whole. If you are interested in learning about these, I would encourage you to conduct a Google search using the search terms: split in labor movement.

However, since *Solutions* is designed to help you in your role as a supervisor or manager in Missouri State Government and not a source of national news, I will defer to the various news sources and blogs Google will uncover for you and focus on you as the leader of your team.

If the employees you supervise are represented by a union or have ever been involved in an organizing drive, one thing you have probably observed is that some people have very strong personal feelings and opinions when it comes to joining or not joining a union.

As a result, it is reasonable to believe that if disputes arise regarding these recent shifts, they are likely to be emotionally charged.

The reality is that the goals of unions at the local level are not likely to change regarding the employees they already represent.

Our goals as supervisors or managers are also the same as we continue to focus on ensuring the services of the State are provided as efficiently and effectively as possible.

Written by:

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## FAST feedback increases employee performance

In today's workplace, managerial feedback is a crucial factor in the successful performance of most employees. It answers many of employees' most important questions and helps them do the following:

**Stay focused and motivated.**

*"Does anybody know I'm here adding value? Does anybody care?"*

**Keep moving in the right direction.**

*"What should I do next?"*

**Steadily improve performance.**

*"What am I doing right? What do I need to improve?"*

**Extend the range of individual responsibility without compromising work quality.**

*"Should I take on more responsibility, or will the quality of my job performance suffer?"*

**Find out, in this era of constant flux, what's changing and what's staying the same.**

*"Is the strategy that worked for me yesterday going to work for me tomorrow?"*

What is FAST Feedback? FAST Feedback is a practical method for giving employees the kind of feedback they need the most. It is based on the formula

FAST, an acronym that stands for:

- Frequent
- Accurate
- Specific
- Timely

According to our research, these are the four elements employees most often ascribe to feedback from "the best manager [they] ever had." These are also the four elements employees most often say they need but don't get in the feedback from most managers. As we keep these important facts in mind, let's take a closer look at each of the FAST elements.

**Frequent:** Some employees need feedback more often than others – each one has a unique "feedback frequency." Giving employee's feedback at their individual rates of need is the first key behavior of the best coaching-style managers. Identifying and tuning in to each employee's frequency is the companion skill of this behavior.

**Accurate:** Every instance of feedback has an effect on the employee's trust and performance. Giving feedback that is correct, balanced, and appropriate is

the second key behavior of effective coaching-style managers. Its corresponding skill includes taking the time to reflect, question assumptions, check facts, and rehearse the feedback's delivery.

**Specific:** Telling people exactly what they do right and wrong is not specific enough – you must also tell people exactly what next steps are necessary to achieve the best results. This is the third key behavior, with setting concrete goals and deadlines, as the corresponding skill.

**Timely:** The closer in time feedback follows the performance in question, the more impact the feedback will have on the employee, and the better the chances that any needed improvements will be made. Giving feedback immediately is thus the fourth key behavior of good coaching-style managers. Effective time management is its corresponding skill.

Source: *FAST Feedback*, Copyright 1999, Bruce Tulgan. Published by HRD Press Inc., 22 Amherst, MA 01002, 800-822-2807 (US and Canada) 413-253-3488, 413-253-3490, <http://www.hrdpress.com>. Reprinted with permission

**// Extend the range of individual responsibility without compromising work quality //**



## Class in the spotlight: Adaptive Leadership

Leaders can't take a cookie-cutter approach to managing people. A leadership style that motivates and inspires one individual might plunge another into poor performance. The Adaptive Leadership program raises the leader's awareness of the differences among people and situations. It addresses the need to tailor their approaches based on their team members' personality styles, the organizational environment and the situation. Participants who attend this workshop will be more aware of how to adapt the leadership approach they take in each situation to effectively achieve results through people; and improve people's productivity by focusing on and addressing the situational factors that can affect results.

Adaptive Leadership will be offered on October 25 and December 15. Call Planning and Development at 573-751-4514 to enroll, or visit Planning and Development's web site at [www.pds.mo.gov](http://www.pds.mo.gov) to enroll online.