



# The Leadership Gap

## The Case for Leadership Development in the United States Federal Government

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# Storm Clouds on the Horizon


**According to the Federal Human Capital Survey conducted by the Office of Personnel Management, more than one third of federal government employees report they are considering leaving their jobs.**

**The retirement of personnel with specialized skills will lead to a talent gap.**



**Among all full-time permanent employees in the Federal workforce as of October 2004, 58 percent of supervisory and 42 percent of non-supervisory workers will be eligible to retire by the end of 2010**





**A recent study indicated that fully one third of USDA civil servants are eligible to retire.**



# Leadership and Competitive Advantage

Organizations who prioritize leadership development realize more impact on their business.\*

84% more effective at raising quality and bench strength of their leadership pipeline

73% increase in employee retention

67% increase in leaders ability to engage and work collaboratively

66% improvement in business results

Bottom line...your organization can not afford to neglect leadership development

\*Source: High-Impact Leadership Development, Bersin & Associates, 2008



# Implications of the Leadership Gap

- Now is the time to strategize how you should invest in training and finding effective ways to manage your total talent pool.
- Need to capture intellectual capital that exists with older workers
- Need to transition important roles and relationships to younger workers
- Certain skill sets are in short supply and high demand in external labor markets



# Four Key Questions

- 1. Success Profile:** What leadership skills and perspectives do bosses say are critical for success?
- 2. Current Bench Strength:** How strong is the leadership in these critical skills and perspectives as judged by co-workers?
- 3. Effectiveness:** What skills are most closely linked of effectiveness?
- 4. Potential Pitfalls:** What potential pitfalls lie ahead for Federal Government senior leaders?



# What Was Assessed?

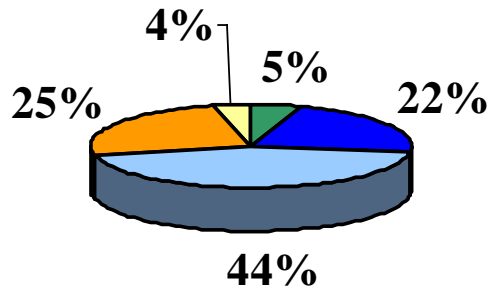
- Key leadership competencies:
  - Importance
  - Skill (Bench Strength)
- Prevalence of characteristics that can lead to being involuntarily stalled, demoted, fired, or asked to take early retirement
- Promotability
- Overall measures of performance



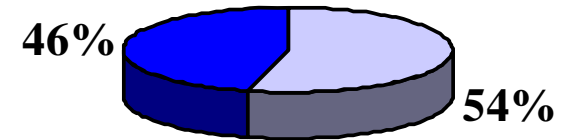
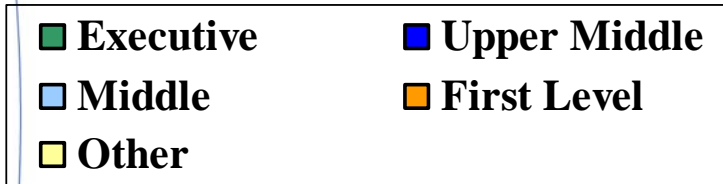
# Over 32,000 Federal Government Employees from Multiple Agencies Sampled



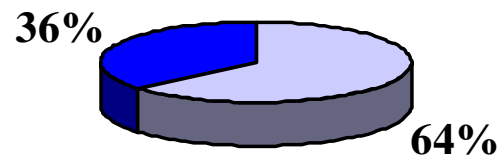
# General Demographics



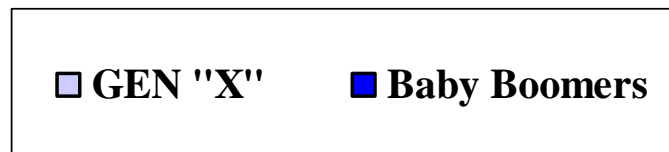
**Level**



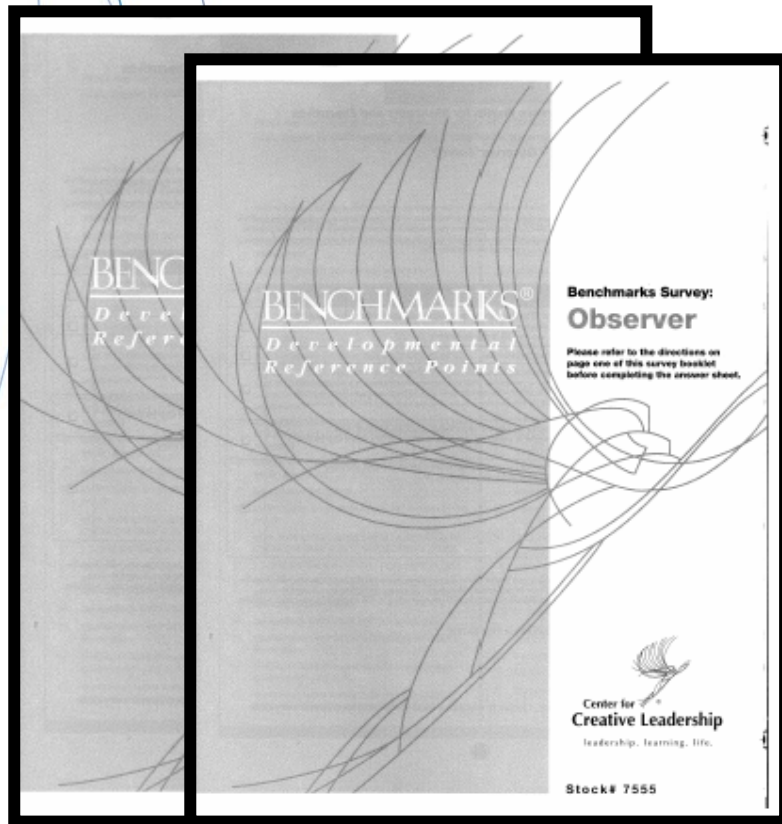
**Gender**



**Age**



# The Benchmarks Survey



Benchmarks is a statistically reliable, valid, and comprehensive multi-rater feedback instrument that helps to identify strengths and areas for development as well as potential problems that can stall a career. It is based on over 20 years of Center for Creative Leadership research.



# Assessing The Leadership Gap: 16 Critical Leadership Competencies

Leading the Organization	Leading Others	Leading Yourself
<ul style="list-style-type: none"> <li>▪ Change management</li> <li>▪ Resourcefulness</li> <li>▪ Being a quick study</li> <li>▪ Decisiveness</li> </ul>	<ul style="list-style-type: none"> <li>▪ Leading people</li> <li>▪ Confronting problem employees</li> <li>▪ Participative management</li> <li>▪ Building &amp; mending relationships</li> <li>▪ Compassion &amp; sensitivity</li> <li>▪ Putting people at ease</li> <li>▪ Differences matter</li> </ul>	<ul style="list-style-type: none"> <li>▪ Career management</li> <li>▪ Straightforwardness &amp; composure</li> <li>▪ Doing whatever it takes</li> <li>▪ Balancing personal life &amp; work</li> </ul>



# Success Profile



# Assessing the Current State of Leadership

## **What leadership skills and perspectives are critical for success?**

First, we asked the 32,000 federal employees, bosses, co-workers and direct reports to select eight skills and perspectives from a list of 16 that they considered to be the most important for success.



<b>Skills &amp; Perspectives</b>	<b>Bosses Importance Ranking n=3,340</b>
<b>LEADING EMPLOYEES</b>	<b>90%</b>
<b>RESOURCEFULNESS</b>	<b>81%</b>
<b>DECISIVENESS</b>	<b>70%</b>
<b>BUILDING &amp; MENDING RELATIONSHIPS</b>	<b>70%</b>
<b>STRAIGHTFORWARDNESS &amp; COMPOSURE</b>	<b>66%</b>
<b>CHANGE MANAGEMENT</b>	<b>62%</b>
<b>PARTICIPATIVE MANAGEMENT</b>	<b>59%</b>
<b>DOING WHATEVER IT TAKES</b>	<b>58%</b>
<b>BEING A QUICK STUDY</b>	<b>51%</b>
<b>BALANCE BETWEEN PERSONAL LIFE &amp; WORK</b>	<b>34%</b>
<b>CONFRONTING PROBLEM EMPLOYEES</b>	<b>32%</b>
<b>COMPASSION &amp; SENSITIVITY</b>	<b>27%</b>
<b>SELF-AWARENESS</b>	<b>27%</b>
<b>DIFFERENCES MATTER</b>	<b>21%</b>
<b>PUTTING PEOPLE AT EASE</b>	<b>20%</b>
<b>CAREER MANAGEMENT</b>	<b>18%</b>



<b>Skills &amp; Perspectives</b>	<b>Bosses Importance Ranking n=3,340</b>	<b>CCL Norm Bosses Importance Ranking n=54,000</b>
<b>LEADING EMPLOYEES</b>	<b>90%</b>	<b>87%</b>
<b>RESOURCEFULNESS</b>	<b>81%</b>	<b>79%</b>
<b>DECISIVENESS</b>	<b>70%</b>	<b>74%</b>
<b>BUILDING &amp; MENDING RELATIONSHIPS</b>	<b>70%</b>	<b>68%</b>
<b>STRAIGHTFORWARDNESS &amp; COMPOSURE</b>	<b>66%</b>	<b>69%</b>
<b>CHANGE MANAGEMENT</b>	<b>62%</b>	<b>68%</b>
<b>PARTICIPATIVE MANAGEMENT</b>	<b>59%</b>	<b>63%</b>
<b>DOING WHATEVER IT TAKES</b>	<b>58%</b>	<b>66%</b>
<b>BEING A QUICK STUDY</b>	<b>51%</b>	<b>48%</b>
<b>BALANCE BETWEEN PERSONAL LIFE &amp; WORK</b>	<b>34%</b>	<b>27%</b>
<b>CONFRONTING PROBLEM EMPLOYEES</b>	<b>32%</b>	<b>31%</b>
<b>COMPASSION &amp; SENSITIVITY</b>	<b>27%</b>	<b>27%</b>
<b>SELF-AWARENESS</b>	<b>27%</b>	<b>30%</b>
<b>DIFFERENCES MATTER</b>	<b>21%</b>	<b>16%</b>
<b>PUTTING PEOPLE AT EASE</b>	<b>20%</b>	<b>17%</b>
<b>CAREER MANAGEMENT</b>	<b>18%</b>	<b>11%</b>



# Current Bench Strength



# Assessing the Current State of Leadership

**How strong is the leadership in these critical skills and perspectives?**

Next we asked the 32,000 bosses, co-workers and direct reports to rate the skills, attitudes, and perspectives of the 3,600 federal employees using the 115 questions from Benchmarks.

Please rate the extent to which this person displays each of the following characteristics:

- 1 = Not at All**
- 2 = To a little extent**
- 3 = To some extent**
- 4 = To a great extent**
- 5 = To a very great extent**



<b>Rank</b>	<b>Skills &amp; Perspectives</b>	<b>Bosses Importance Ranking n=3,340</b>
15	LEADING EMPLOYEES	90%
5	RESOURCEFULNESS	81%
10	DECISIVENESS	70%
7	BUILDING & MENDING RELATIONSHIPS	70%
9	STRAIGHTFORWARDNESS & COMPOSURE	66%
14	CHANGE MANAGEMENT	62%
11	PARTICIPATIVE MANAGEMENT	59%
8	DOING WHATEVER IT TAKES	58%
4	BEING A QUICK STUDY	51%
3	BALANCE BETWEEN PERSONAL LIFE & WORK	34%
6	CONFRONTING PROBLEM EMPLOYEES	32%
16	COMPASSION & SENSITIVITY	27%
13	SELF-AWARENESS	27%
1	DIFFERENCES MATTER	21%
2	PUTTING PEOPLE AT EASE	20%
12	CAREER MANAGEMENT	18%



# Leadership Gaps



Stronger  
Bench

*SKILLS*

Weaker  
Bench

Less

*IMPORTANCE*

More

- Respecting Differences
- Putting People at Ease
- Quick Learner

- Compassion & Sensitivity
- Balance
- Career Management
- Self-Awareness
- Confronting Problem Employees

- Resourcefulness
- Doing Whatever it Takes
- Decisiveness
- Straightforwardness
- Building Relationships
- Change Management
- Participative Management
- Leading Employees



# Bosses ratings of “Effectiveness”

Was determined by averaging four ratings  
of leadership effectiveness and the likelihood of career derailment

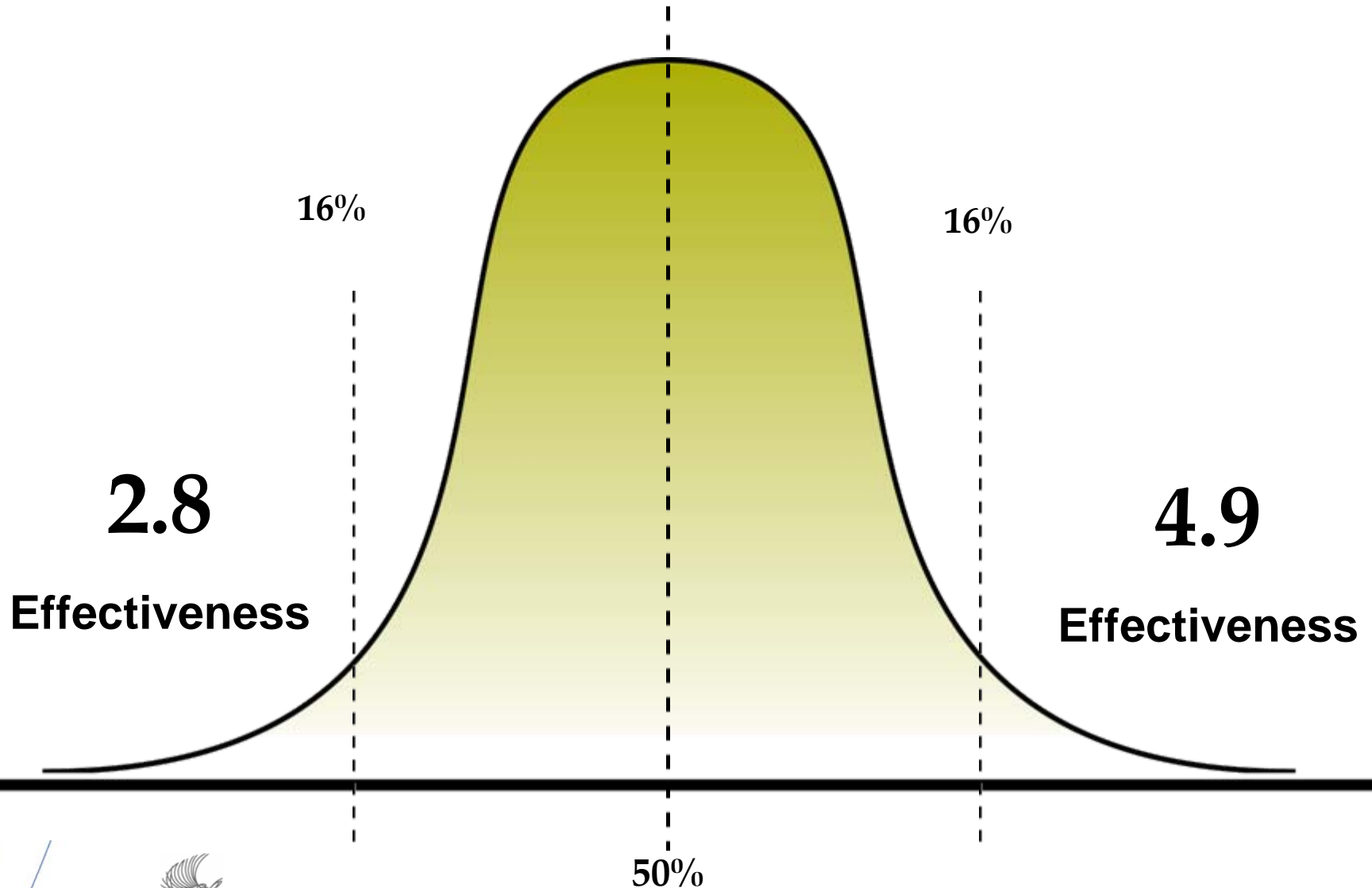
Among the Best    1                    2                    3                    4                    5                    Among the Worst

- **How would you rate this person’s performance in his/her present job?**
- **Where would you place this person as a leader relative to other leaders inside and outside your organization?**
- **How effectively would this person handle being promoted into a familiar line of business?**
- **How effectively would this person handle being promoted in the same function or division (moving up a level)?**

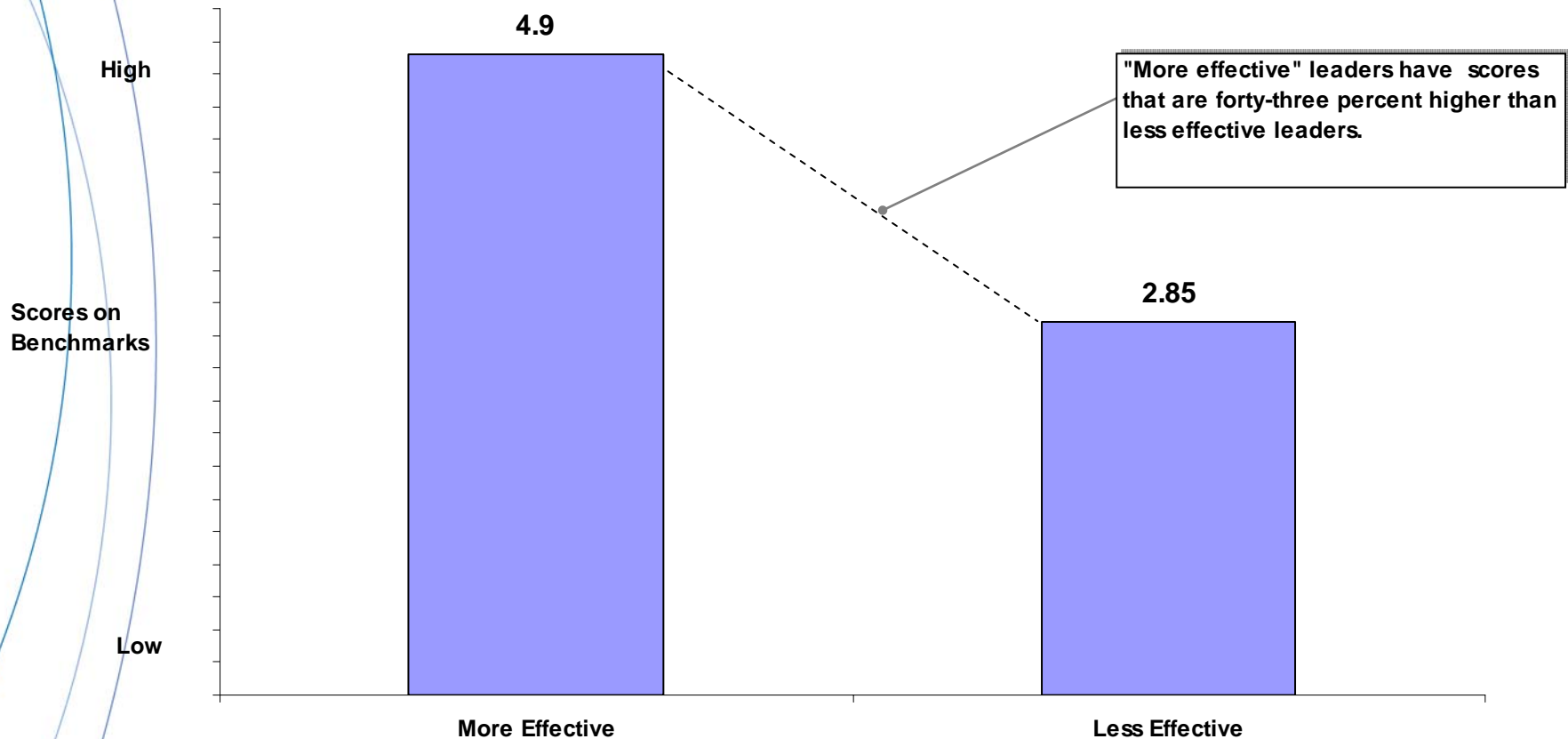


# Bosses Rating of Effectiveness

Comparing Highest 16% to Lowest 16%



# Leadership Skills Make a Difference in Perceptions of Effectiveness



Employees who are rated by co-workers as having higher scores on Benchmarks are seen as significantly more effective by their bosses.



# Potential Pitfalls



# Research on Executive Derailment

## What potential pitfalls lie ahead?

Based on 19 years of CCL research from thousands senior executives in large and medium sized firms across the globe



# Key Terms

## ***Successful***

A person who has achieved the general manager level and is still seen as effective and promotable.



## ***Derailed***

A person who made it to at least the G.M. level, but has involuntarily stalled, been demoted, fired, or asked to take early retirement. This person did not live up to his/her full potential as the organization saw it.



- **Derailments are expensive.**
  - The higher the level, the more expensive they are. There are many false positives.
  
- **Survival of the fittest is not the same thing as survival of the best.**
  - Leaving leadership development to chance is risky.



# Primary Reasons for Derailing in The Federal Government Sample

- Inability to change or adapt
- Problems with interpersonal relationships
- Failure to build and lead a team.
- Failure to meet business objectives
- Too narrow business experience



# Bridging Gaps



# Bridging Gaps

**What are the best development strategies for improving Bench Strength?**

- Feedback
- Feedback Intensive Programs
- Challenging Assignments
- Coaches and Mentors
- Enhance people's ability to learn from experience



# Q & A



# Closing

## What is Leadership??





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