

WORKFORCE HORIZONS

Planning Tomorrow's Workforce Today

Louisiana Department of Civil Service

Volume Three, Issue 23: February 2008

In This Issue:

- ✓ *What Makes a Great Leader – p. 1*
- ✓ *Some Tips on Outsourcing – p. 2*
- ✓ *Workforce Planning Facts – p. 3*

WHAT MAKES A GREAT LEADER?

Organizations spend a lot of time, effort, and money on leadership training. But what makes a great leader? What distinguishes the outstanding leader from a mediocre one?

To answer this question, Ken Blanchard and Mark Miller interviewed dozens of leaders, studied global best practices and read much of the existing literature on leadership. In the Fall 2007 issue of the journal *Leader to Leader*, they summarized some of their conclusions in an article, "The Higher Plane of Leadership."

To begin with, it is not knowledge that makes great leaders. It is a different kind of motivation. Great leaders are driven, almost as a calling to serve others in the furtherance of some fundamental belief. They put others above themselves. It is this practice of thinking more of others than of themselves that inspires people to follow them.

WORKFORCE PLANNING MAXIM OF THE DAY

"Leadership is grounded in the subordinate's trust in the leader and the institution. The leader, therefore, must clearly demonstrate the true underpinning of his moral authority – his unquestionable character. The subordinate's faith in the leader's integrity must not be violated."

**General Charles C. Krulak, 31st
Commandant, U. S. Marine Corps**

Blanchard and Miller also identified these five key practices of effective leaders:

Have and articulate an inspiring vision – The best leaders can see a future that is in the best interests of the organization, one that everyone can identify with and get behind. They then articulate it in a way that inspires others to go beyond ordinary efforts to achieve it.

Engage and develop others – Create a spirit of teamwork, an atmosphere in which people will give their all and invest themselves wholeheartedly

Reinvent continuously – Always be concerned about how to get better. Challenge the status quo. Be willing to change the structure of the organization or the way work is done. Engage in continuous learning for yourself and all other staff

Value results and relationships – The bottom line of efficiency (and profit in the private sector) is absolutely necessary but so is building long term relationships with employees. People must matter in your organization or you will not survive and prosper in the long run.

Embody values, be of good character – This is the area where most failed leaders fail. It's a leader's credibility that is the biggest factor in his or her effectiveness. Credibility is based primarily on trust. If leaders are not trusted by their followers, then they have no opportunity to follow through on the other four key practices.

Blanchard and Miller liken it to an iceberg where 10% is above the surface and 90% below. The 10% above the surface represents leadership knowledge and skills. Managers can and do fail for lack of these. But the 90% below the surface represents character. In an iceberg, it is the 90% hidden beneath the surface that sinks ships. Similarly it is failures of character that sink leaders and organizations.

Employees are always watching their leaders to determine whether they are trustworthy, to ask "are they worth following?" Leaders who say one thing and do another are just talking the talk and will inspire no dedicated followers. Effective leaders are open and honest, live by the values they espouse, and create an atmosphere of trust and opportunity that will inspire others to gladly follow them.

For the complete article by Blanchard and Miller go to the web page address below:

www.leadertoleader.org/knowledgecenter/Journal.aspx?ArticleID=665

You can also get their book *The Secret: What Great Leaders Know – And Do* from Amazon.com.

QUOTE OF THE DAY

"Effective leaders earn respect – but they don't need to be liked." - **Peter Drucker**

SOME TIPS ON OUTSOURCING

Outsourcing is becoming a more common practice as organizations search for ways to increase efficiency and decrease costs. What is outsourcing? It is contracting with persons outside your organization to perform necessary business functions instead of using internal staff.

Support functions such as Human Resources, Information Technology, Purchasing or Accounting are the most frequently outsourced. Although this occurs more frequently in the private sector, even public sector organizations are looking outside to do business more effectively or at lesser cost.

Success in the outsourcing effort depends heavily on establishing trust, openness and communication between you and the service provider company you are outsourcing to. The effort must be collaborative.

Here are some factors to consider when evaluating potential outsourcing partners adapted from *HR Magazine*.¹

Financial Stability – You want to make sure this service provider will be with you for the long haul.

Service Record – You are dealing with more than a vendor. You must depend on this company to address issues and problems that come up in a timely fashion and to your satisfaction.

Cost – Beware of hidden charges down the road. Be sure upfront savings don't come at the expense of long term service and support.

Quality of Implementation – The people from the company you outsource to should be committed to successful implementation; Make sure they don't have a "take the money and run" attitude.

Training – This is a critical step; all players need to know their roles in the new system.

Disaster Recovery – All outsourcing involves turning over critical data to a third-party service provider. You need to make sure safeguards are in place so you can recover the data in the event that there is a technology malfunction, natural disaster, damage to a facility or even the service provider going out of business

WORKFORCE PLANNING FACTS

Prospects are good for 2008 College Grads – Employers expect to hire 16% more new college graduates in 2007-2008 than they did in 2006-2007 according to a NACE (The National Association of Colleges and Employers) survey.²

People between the ages of 55 and 64 are the fastest growing group in the nation's workforce.³ – Yes, according to the U. S. Bureau of Labor Statistics between 2002 and 2012 this is the fastest growing group. In

2005 only one in four workers was over age 50. By 2012 it will be one in three. Despite all the talk of Baby Boomer retirements and the need to court Generation X and Generation Y, there is still a significant graying of the workforce going on in the immediate future. Recruiting or retaining persons in the 55-64 age group, requires different strategies and provides different challenges but many employers are looking to this pool as a source of competent workers who may also preserve and pass on valuable knowledge before it vanishes.

¹Miller, Stephen. "Collaboration Is Key To Effective Outsourcing." *2008 HR Trend Book: Special Supplement to HR Magazine*, Society for Human Resource Management, 2007.

²*2008 HR Trend Book: Special Supplement to HR Magazine*, Society for Human Resource Management, 2007.

³Cadrain, Diane. "Employers Prepare to Keep, Not Lose, Baby Boomers." *2008 HR Trend Book: Special Supplement to HR Magazine*, Society for Human Resource Management, 2007.

CREDITS

Editor: Max Reichert, Workforce Planning Assistant Division Administrator (email: max.reichert@la.gov)

Issued: Monthly

Purpose: The purpose of the Workforce Horizons is to educate readers about workforce planning issues and best practices, inform them about upcoming Civil Service workshops and training related to workforce planning and to provide practical job aids to assist agencies with workforce planning.

Comments and submissions: We welcome questions about workforce planning and suggestions for improvements to the newsletter as well as submissions of articles about what your agency is doing in workforce planning. Questions, comments, and requests to be added to the distribution list for the newsletter should be sent to the editor.

Current and Back Issues are accessible under "Workforce Planning Newsletter" in the HR Reference section of the Civil Service web page at www.civilservice.louisiana.gov