



LEADING ORGANIZATIONS PILOT 3

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WHY LEADERSHIP DEVELOPMENT?

Current challenges

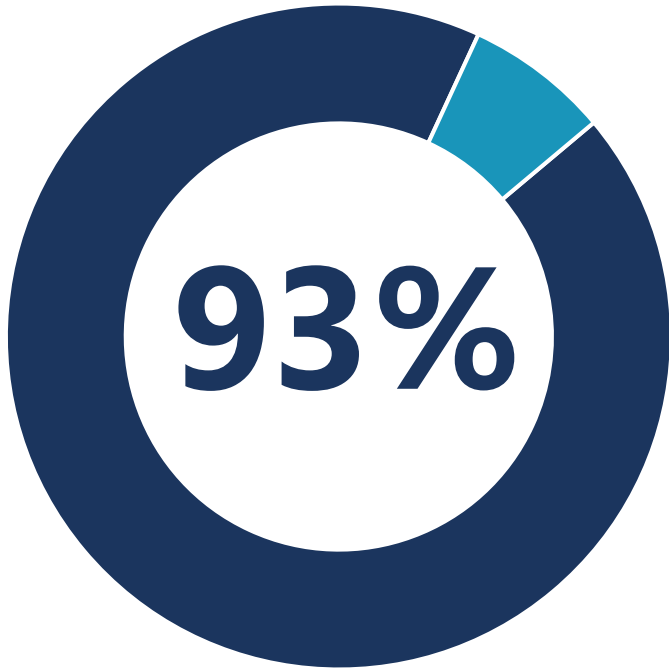
- Impacts of cultural strife and economic uncertainty
- Retention, succession planning, hybrid workplaces

Continuing challenges

- Execute organization's strategy, deliver on performance
- Navigate change
- Attract and retain talent
- Prepare for future responsibilities

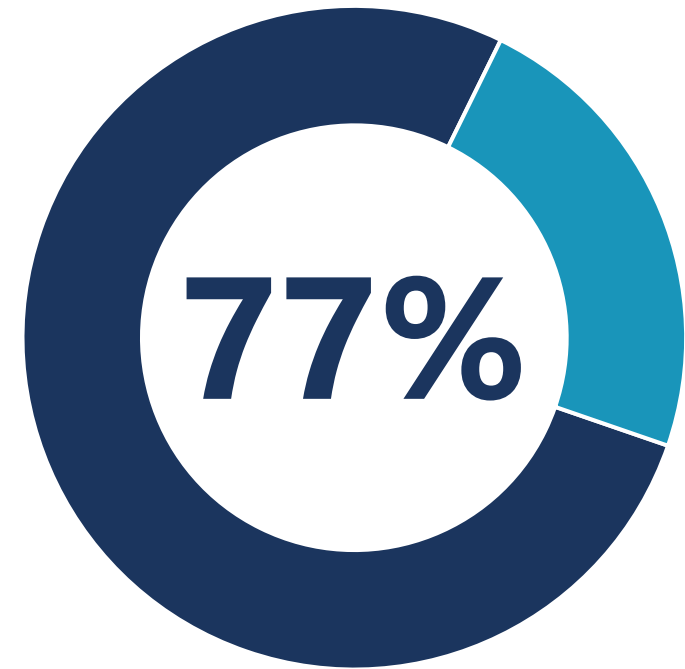


WHY LEADERSHIP DEVELOPMENT?



Employees who would stay at a company longer if it invested in their careers

(LinkedIn's 2018 Workforce Learning Report)



Employees in tech/engineering who cited a lack of career development/progression for potentially leaving a role

(The Retention Report Tech Scaleups 2019)

WHY LEADERSHIP DEVELOPMENT?

At Washington State executive agencies:

28%

- Executive branch employees aged 55 or older (retirement eligibility)

41%

- Executive branch employees aged 50 years or older

64 1/2

- Average age of retirees in FY21 (slight decrease)



ENTERPRISE LEADERSHIP DEVELOPMENT

Build a cohesive, transferable culture of resilient leadership within and across Washington State government

Exec Onboarding

Leading Organizations

Leading Teams

Leading Others

Leading Self

LEADING ORGANIZATIONS

- 2018 – identified interest
- Partnered with 7 agencies and Center for Creative Leadership on 1st pilot
- 2020 – adapted for virtual format
- Revised per feedback
- 2022 – completed 2nd pilot in July





LEADING ORGANIZATIONS



LEARNING THEMES



Strategic Framework

Lay foundations for strategic leadership frameworks



Leadership Culture

Build leadership culture within organizations



Influence & Networks

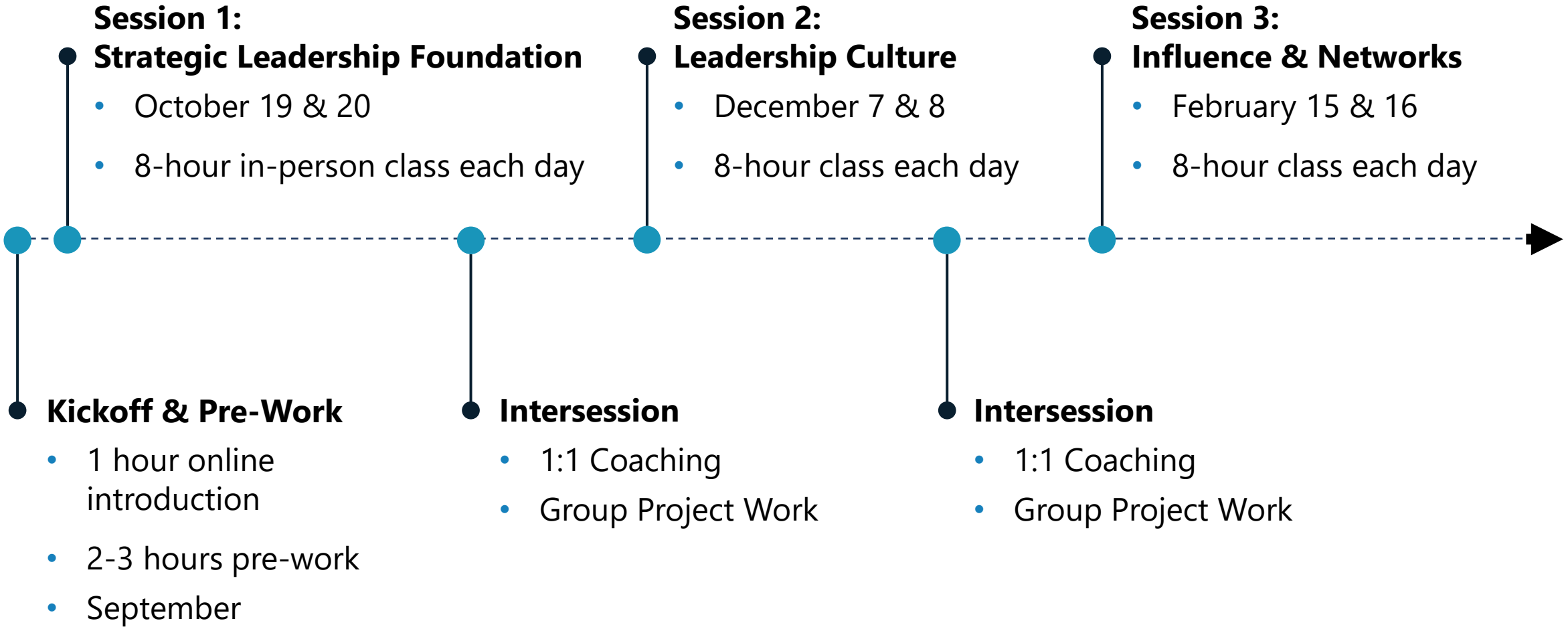
Develop boundary spanning mindset

Build influence and organizational networks

Guidance for handling business polarities



TIMELINE





PILOT 3 PARTICIPATION

August 2022

- Receive more information by email
- Identify potential learners

Aug 26, 2022

- Final day to enroll your learners

Sept 2022

- Leading Organizations pilot 3 begins



WHY IT MATTERS

We must train our leaders to face the issues that impact our agencies. They must be prepared to lead agencies in times of strife and think, act, and influence strategically in the face of disruption and complexity.

***Invest in effective leaders
for the present and future
of Washington State***





THANK YOU



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LEADING ORGANIZATIONS: PILOT 1 PARTICIPATING AGENCIES



KEY TAKEAWAYS



Strategic Framework

- Organizational challenges
- Leadership outcomes
- Direction, alignment, commitment
- Strategic assessment
- Common challenges
- Strategic thinking, acting, influencing

KEY TAKEAWAYS



Leadership Culture

- Silo spanning leadership
- Different types of culture
- Feedback methodology
- Trust model
- Organizational trust
- Executive presence

KEY TAKEAWAYS



Influence & Networks

- Influence – Influence Style Indicator
- Polarity concept – dealing with opposites
- Agency leaders panel
- Developing relationships
- Network analysis
- Political savviness