



# Aligning Federal Leadership Executive Core Qualification to Organizational Change Management

Lunch-and-Learn  
Federal Change Management CoP  
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## **Connor Barrett**

**Consultant with REI Systems Advisory Service Practice where he is advising federal customers on organizational change management, digital transformation, and strategy. He has over 5 years experience of management consulting experience. Connor graduated Magna Cum Laude from The George Washington University with a degree in Political Science. He was a member of the Division I Crew Team at GW and recently completed an Ironman 70.3.**

# **Facilitator Introductions**





## **Val Ruark**

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**Chair of the Federal Change Management Community of Practice and manager/OCM practice lead at REI Systems' Advisory Services Practice. Currently I am shaping how federal government is utilizing organizational change management strategies to drive policy and IT modernization improvements governmentwide. In past I was a senior advisory at NASA Goddard, where I worked across respective organizations to influence change. I'm inspired by a good Tom Clancy Tale.**

# **Facilitator Introductions**

# Today's Learning Objectives



Serving a federal corporate culture to...

## 01 LEADING CHANGE

- ✓ Establishing a shared vision
- ✓ Chartering the case for change

## 02 LEADING PEOPLE

- ✓ Promoting inclusiveness and team
- ✓ Working collectively to problem solve

## 03 DRIVING RESULTS

- ✓ Reengineering programs and processes
- ✓ Measuring and communicating outcomes

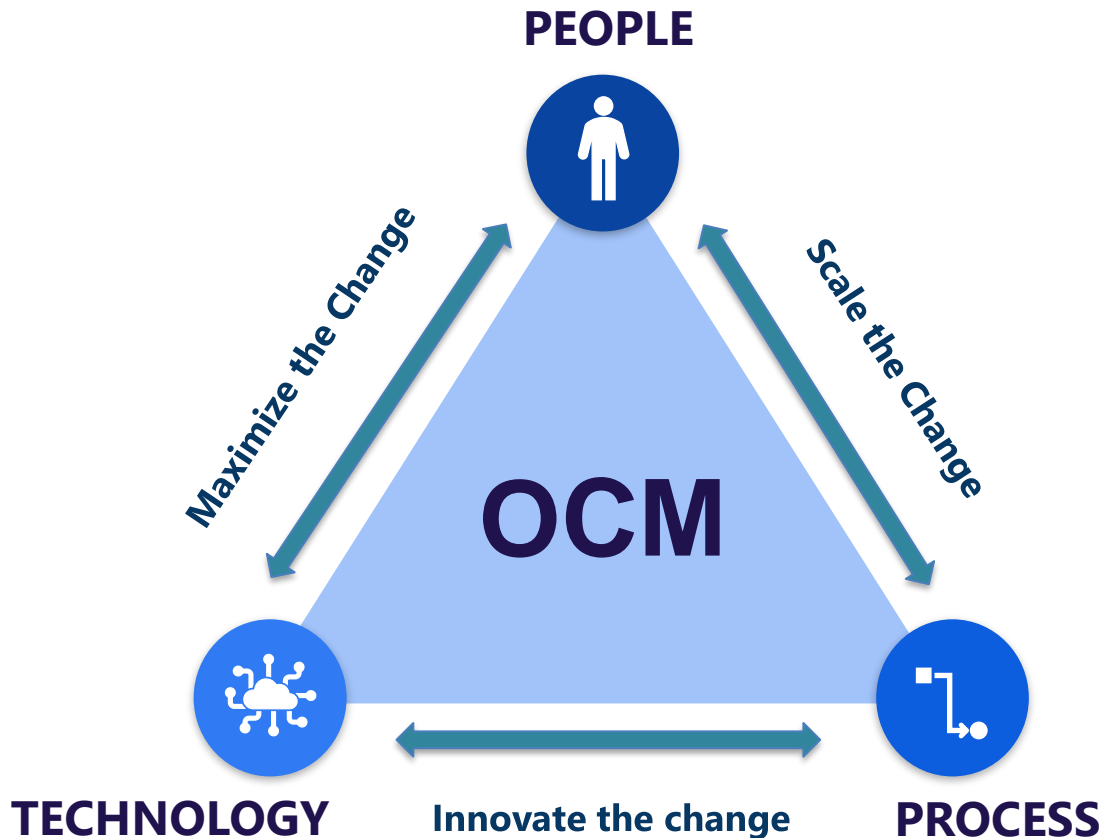
## 04 BUSINESS ACUMEN

- ✓ Capitalizing on people-process-technology
- ✓ Integrating change into the organization

## 05 BUILDING COALITIONS

- ✓ Marketing the value proposition
- ✓ Optimizing strategic relationships

# Leading Change



**LESSON:** Change is not a one-size-fits-all

1. Plan change across the organization's people, technology, and processes
2. Identify change agents to facilitate give-and-takes
3. Translate the vision into actionable steps

ECQ-1 Leading Change Competencies (source: [OPM.gov](https://www.opm.gov)) | Creativity & Innovation; External Awareness; Strategic Planning; Flexibility; Resilience; Vision

# Leading People



## Environment

Ensure organization understands impact

## Purpose

Meet organization's vision, mission, and goals

## Reward

Cultivate a culture of pride, spirit, and trust

## Structure

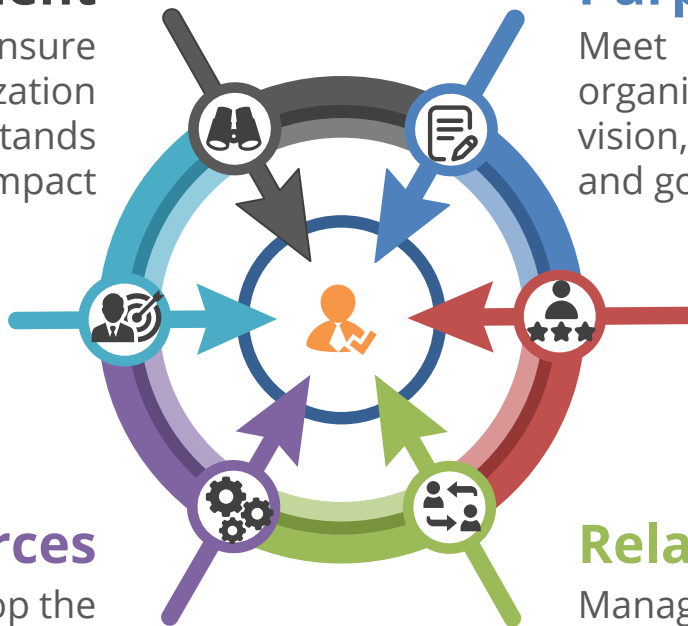
Foster an inclusive workplace

## Resources

Develop the ability of others

## Relationships

Manage conflicts, facilitate cooperation



## LESSON: Leverage Diversity

1. Change agents are not about the role, but the goal
2. Think outside the box
3. Fill the table with different perspectives – have the hard conversations

Adapted from Marvin Weisbord's Six Box Model

ECQ-2 Leading People Competencies (source: [OPM.gov](https://www.opm.gov)) | Conflict Management; Leveraging Diversity; Developing Others; Team Building



# Driving Results



## OCM Model

Strategic Planning

Project Management

Business Process Reengineering

Strategic Communications

## LESSON: Build Lasting Practices

1. Integrate linear processes with cyclical planning and OCM cycles
2. Continuously measure progress, mature, and improve
3. Build knowledge and capability to sustain best practices

ECQ-3 Driving Results Competencies (source: [OPM.gov](https://www.opm.gov)) | Accountability; Customer Service; Decisiveness; Entrepreneurship; Problem Solving; Technical Credibility

# Business Acumen



## LESSON: Act on Good Ideas

1. Look at a change from various angles
2. Align cross-cutting functions, processes, and systems
3. Iterate, reassess, and refine throughout implementation + sustainment

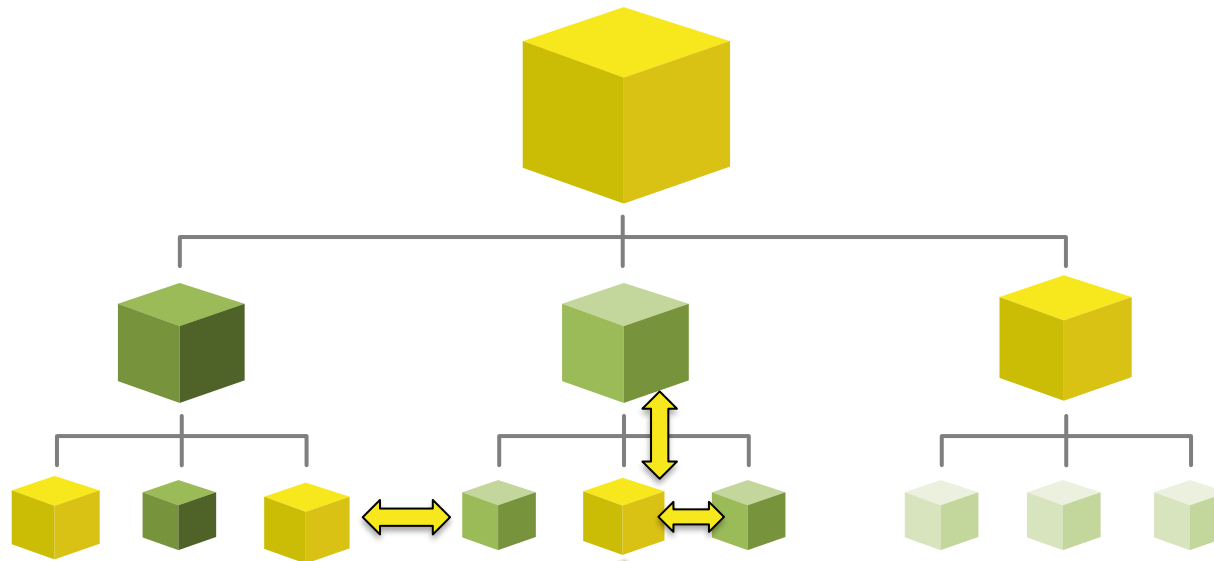
Where do the good ideas come from?

Adapted from Lean Six Sigma Value Stream Approach

ECQ-4 Business Acumen Competencies (source: [OPM.gov](https://www.opm.gov)) | Human Capital; Technology Management; Financial Management



# Building Coalitions



**“What is it?”**  
**“What is the impact?”**  
**“Why now?”**  
**“What is the risk of not doing it?”**  
**“What will it take to do it successfully?”**

**LESSON:** Tailor the Value Proposition

1. Work across organizational boundaries and build alliances and networks
2. Promote vertical and horizontal communications + engagement
3. Sell the change to achieve common goals

ECQ-5 Building Coalitions Competencies (source: [OPM.gov](https://www.opm.gov)) | Partnering; Political Savvy; Influencing/Negotiations;

# Session Recap



...equipped  
to lead in  
disruptive  
times

## 01 LEADING CHANGE

- ✓ Gain buy-in and executive investment
- ✓ Communicate to create awareness + desire

## 02 LEADING PEOPLE

- ✓ Facilitate cooperation and teamwork
- ✓ Use diversity to think outside the box

## 03 DRIVING RESULTS

- ✓ Celebrate early wins
- ✓ Evaluate feedback to continuously evolve

## 04 BUSINESS ACUMEN

- ✓ Streamline and integrate change
- ✓ Know the full environment, big picture

## 05 BUILDING COALITIONS

- ✓ Find win-win solutions
- ✓ Work across organizational boundaries

# Resources



- Executive Core Qualifications
  - Source: OPM Website
- Federal Change Management Guide
  - Source: OMB MAX (limited access, .gov/.mil email required)