



The DHS Leader Development Program: Motivating and Inspiring Others

Leadership and Learning are Indispensable to One Another – John F. Kennedy

Tip of the Month:

Seeking options for your Cornerstone Continuous Development 12-hour requirement? Check out these Skillsoft courses:

Using Feedback to Improve Team Performance
ID: [team_02_a05_bs_enus](#)

Establishing the Conditions for a Learning Culture
ID: [lead_08_a02_bs_enus](#)

News to Know

[The DHS Coaching Collaborative](#) – check out the Coaching Talent Bank and invest in your success!

Have you thought about a rotational opportunity? Go to the [Homeland Security Rotations Program](#).

Want to know more about Cornerstone, Keystone, or Capstone? Visit the [DHS Leader Development Program](#).

Did you know that the LDP identifies targeted development for [Team Members and Team Leads](#)?

Don't forget, seasoned DHS Leaders must complete [12 hours of Leader as Teacher "Give Back"](#) – write a blog, be a mentor, hold a brown bag lunch....

Questions? Contact your component [LDP Action Officer](#) or email LeaderDevelopment@hq.dhs.gov.

Got a minute (...or three?)
Check these out!

Points to Ponder “Learning” isn’t about a course – it’s about a course of action!

David Brandon: Adapt Your Leadership Style For Each Individual



Video (5 minutes)
[Bookid=38443](#)

Peter Fuda: Unleashing the Potential of your People: Inspire Hope not Fear



Video (2 minutes)
[Bookid=52989](#)

Teresa Amabile and Steven Kramer: The Progress Principle: Using Small Wins to Ignite Joy, Engagement and Creativity at Work



Featured Book Review (4 pages)
[Bookid=43923](#)

Ron Friedman: The Best Place to Work: The Art and Science of Creating an Extraordinary Workplace



Book Summary (8 pages)
[Bookid=96479](#)

Motivating through Autonomy

Step 1: Watch a Video with Your Team

PLAY: the video *Gaining Engagement through Autonomy* ([Bookid=43830](#)) featuring Daniel Pink.

Step 2: Encourage Your Team To Think Autonomously

Send your team an email: “*Author Daniel Pink suggests that managers and teams occasionally conduct an 'Autonomy Audit.' I'd like us to think about those things that are really in our hands to change, and support those changes.*”

There are things that we cannot control, but often we don't stop to think about the ways that we can effect the changes we need. By its definition, autonomy means deciding and directing your own decisions and circumstances. For each area below, think about ways that you have or can exercise your autonomy to better serve yourself. For each area, list at least one concrete way that 1) you have autonomously increased your effectiveness; 2) you could increase your effectiveness; and 3) one way that you think I can help you increase your autonomy and effectiveness.

- *Your time (when the work gets done)?*
- *Your resources (with what do you accomplish the work)?*
- *Your technique (how the work gets done)?*
- *Your tasks (what gets done)?*

Please send your responses to me, and I will meet with you individually to discuss, and also aggregate the team responses anonymously so that we can look at opportunities or challenges across the board.”

Step 3: Meet with the Team

By encouraging each individual to audit whether they have themselves exerted autonomy and domain over their own circumstances, you are increasing their confidence and understanding of their own responsibility in becoming more autonomous. Meet with individuals to affirm the steps they've taken and consider supporting those they suggest. Then meet as a team and consider 1-2 areas for the team to propose better processes, that will increase the autonomy and effectiveness across the board, so that they can be motivated owners and not just passive stakeholders.

Real-World Research

In a study on employee engagement by Dale Carnegie & Associates, researchers noted that when managers lead by example, enthusiasm levels increase among employees, and the result is an inspired workforce. Two key findings from their study support this conclusion. Of employees who are considered by their survey responses to be "engaged," 62% say their manager sets a good example, compared to just 25% among those not fully engaged. And when supervisors delegate and trust employees to carry out tasks, their staffs feel empowered. Among surveyed "empowered" employees, 40% are also "engaged."

-- Dale Carnegie & Associates, Inc., 2012¹

Outcome

Engage team members in a common goal, motivating and inspiring through autonomy.