



# The DHS Leader Development Program: Driving Employee Performance

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 Skillssoft courses:

Planning for Performance  
ID: [mgmt\\_37\\_a01\\_bs\\_enus](#)

Monitoring and Improving Performance  
ID: [mgmt\\_37\\_a02\\_bs\\_enus](#)

Preventing Problem Performance  
ID: [mgmt\\_34\\_a04\\_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](mailto: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!

The Five Root Causes of Team Dysfunction



Video (3 minutes)  
Bookid=19201

The Performance Paradox: Less Effort Yields More Results



Video (3 minutes)  
Bookid=42321

Delegating



Video (5 minutes)  
Bookid=62419

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



Book Review (8 pages)  
Bookid=96479

### Creating a Context for Performance

Motivation and performance are not the same but they can be mutually reinforcing; and high performance yields successful results. Sometimes leaders are unaware of whether they are creating the necessary context for engaged performance.

Take 15 to 20 minutes now and evaluate how you think you are doing in terms of fostering top performance.

**PLAY:** *Managing Performance: Three Areas of Focus* (Bookid=35442)

**ANSWER:** Consider the people that you lead when responding to the question below using YES, NO, TO SOME DEGREE. In your opinion,

1. Are people clear on where they need to go and have the resources to get there?
2. Do they feel included and part of something bigger than themselves?
3. Am I providing enough support and removing obstacles?
4. Do they know the behaviors I want them to display, and why?

Now, for each question ask yourself: “how do I know this to be true?” Can you identify a concrete piece of data that verifies your answer? If you cannot – how do you know that your perception is accurate? Often we think we know, or we hope, or we assume that what we think is true is accurate.....but if you cannot identify evidence that supports your belief, it's time to engage your team in discussion to shape and clarify the topics above and find out the answers.

## Real-World Research

According to Aon Hewitt's Global Employee Engagement Report, 60% of employees globally are considered engaged and 40% of employees are passive or actively disengaged employees. Also, the report reveals that "engagement is a leading indicator of company growth."<sup>1</sup>

-- AON Hewitt plc, 2013

In the US, according to Gallup's State of the American Workplace report, "52% of workers are not engaged, and worse, another 18% are actively disengaged in their work."<sup>2</sup>

-- Gallup Inc., 2013

## Outcome

Evaluate how effective you are at creating expectations that drive high performance, and then identify opportunities for improvement.