

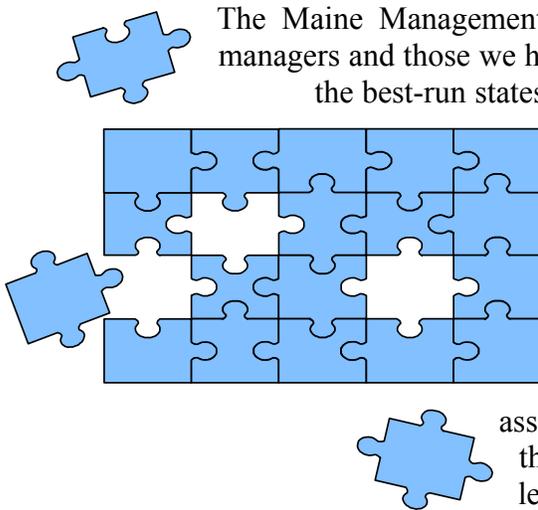
Maine Management Service

NEWSLETTER

Volume 2 – Issue 2, September 2001

The ability to attract, develop, and hold on to talented people is the single most reliable predictor of overall excellence. 1997 Fortune survey of "The World's Most Admired Companies"

PUTTING THE PIECES TOGETHER



The Maine Management Service is about excellence; making sure today's state government managers and those we hire in the future possess leadership qualities that will make Maine one of the best-run states in the US. To ensure that managers have the skills they need to excel in today's fast-paced, results-oriented world, a comprehensive approach to development is needed.

Some have likened the process of building leadership excellence to a puzzle. As leaders we possess many competencies, but perhaps some need to be sharpened. As we build skills and experience, the complete puzzle takes shape. Members of the Maine Management Service begin assembling their competency puzzle with a leadership assessment. Completed by their supervisor, their peers, their staff, and themselves, the assessment creates a composite of the managers' leadership abilities. From this, they develop a long-term development plan

to maximize their leadership strengths. The plan may include a range of activities such as enrolling in a part-time academic program, participating in a leadership program (i.e. Maine Executive Institute or Leadership Maine), taking skill-building workshops, learning from a mentor, or working with other leaders or state government managers in short-term experiential programs (exchange programs and fellowships).

"The leadership assessment stimulates self reflection, guiding you to opportunities for personal growth." –Brooke Barnes, Deputy Commissioner, Dept of Environmental Protection

The first step is the assessment (called a 360[®] Assessment because it looks at the individual through the eyes of his or her peers, supervisor, and staff, or, in other words, everyone around him or her). Administered as part of the 3-day MMS Leadership Institute, participants learn about leadership first hand from their peers who comprise the faculty. Participants learn to distinguish between leadership, management, and governance through exercises and group work. Various competencies such as visioning, communication, and coaching are introduced. Finally, it is at the Institute where participants receive the results of their 360[®] assessment instrument and begin their development planning.

LEARNING TO LEAD CHANGES WHO YOU ARE....

2001 Leadership Institutes

Schedule and Nomination Procedures

The goal is to enroll all confidential managers in both the Maine Leadership Institute and the Competency-based Selection Interviewing program within the next year and a half.

Each department receives a specific number of seats in each program based on their total number of confidential managers. MMS departmental liaisons are being asked to help coordinate their department's enrollment. In the beginning, the program will focus on senior managers (Range 30 and above).

8 weeks prior to the Leadership Institute, participants will complete an assessment instrument. In addition, they will ask nine others (including supervisor, peers, and employees) to complete the assessment on them. The assessment results are used the last day of the 3-day program. Timely completion of the instrument is important because of the length of time needed for scoring.

The Office of State Training will organize the workshops, confirm participants' attendance, and coordinate the assessment instruments.

2001 LEADERSHIP INSTITUTE SCHEDULE

Oct 3-5

Oct 17-19

Oct 24-26

Nov 14-16

Dec 5-7

For more information, contact your Commissioner or MMS departmental liaison or the State Training Office.

Leadership Institute Faculty

Governor Angus S. King, Jr., Sponsor, **H. Sawin Millett**, Dean, **Brook Barnes**, Dept of Environmental Protection, **Laura Boyett**, Dept of Labor, **Sabra Burdick**, Dept of Behavior and Developmental Services, **John Dean**, Dept of Public Safety, **Michael Frett**, Dept of Labor, **Linda Gilson**, Dept of Professional & Financial Regulation, **Howard Gray**, Dept of Professional & Financial Regulation, **Jody Harris**, State Planning Office, **Brenda Harvey**, Dept of Behavior and Developmental Services, **Martha Kirkpatrick**, Dept of Environmental Protection, **George Lapointe**, Dept of Marine Resources, **Andrea Paul**, Dept of Human Services, **Kay Rand**, Office of the Governor, **Shelby Rafter**, Dept of Human Services, **Laurel Shippee**, Dept of Adm & Financial Services, **Dick Thompson**, Dept of Adm & Financial Services, **Ann Twombly**, Dept of Transportation, **Helen Wiczorek**, Dept of Transportation

Also Training Office staff: **Elaine Trubee**, **Judith Deangelis**, **Sam McKeeman**, and **Valerie Oswald**.

Leadership Institute Participants' Comments

"The concentration of brainpower and commitment was inspiring."

"I learned that 20-foot chasms cannot be jumped in two 10-foot jumps."

"Understanding how I developed the leadership skills I have now will help me to change them."

"Trainers did an excellent job. I appreciate very much their commitment to and effort and time spent at training."

"360 evaluations provide volumes of information that can be used to improve my leadership skills. I'll continue to pull out these evaluations to problem-solve, soul search, and continually improve my leadership abilities."

"Building [a state government] leadership network is a great idea. I look forward to having the rest of my department participate."

"The quality of the presenters and respect they bring with them adds much to the credibility of the program."

"I learned I need to give myself more credit."

"The mix of real life and theory is helpful to ground the course."

"This program is less about formal training than it is about learning from one's peers."

"The group is very supportive. I felt very safe and free sharing personal experiences."

"This is the best program I have ever attended in 20 years in State government."

Sawin Millet Accepts Dean's Chair

We are delighted that H. Sawin Millett, has agreed to serve as Dean for the Maine Management Service's Institute Faculty. Recently retired from state government and now serving as State Office Representative in Senator Susan Collin's Lewiston office, Sawin is an inspiration to all who work in public service. His career spans 42 years beginning as a teacher and coach at Carmel High School; the high school that he had graduated from. During his state tenure he served four Governors: as Commissioner of Education for Governor Longley and Brennan and Commissioner of Finance for Governor McKernan. He topped his career in state government as Governor King's Director of Special Projects and Associate Commissioner of Administrative Services in the Dept of MHMRSAS.

When agreeing to the deanship, Sawin said, "I look at the Leadership Institute as the centerpiece of the Maine Management Service. It is uniquely designed to expand and enrich the pool of leadership talent within Maine state government. As such, it holds great promise for providing a rich pool of talent to draw upon as confidential and direct-appointment leadership positions open up in the months and years ahead. Hopefully, future Governors and Cabinet members will rely heavily on this pool of talent as they make key leadership appointments and will also see the wisdom in continuing to make leadership development a priority for years to come."

An Excellent Leader....

- ❖ Models integrity
- ❖ Thinks strategically and initiates change
- ❖ Supports, motivates and inspires others
- ❖ Communicates lavishly in all directions
- ❖ Takes calculated risks
- ❖ Mentors and coaches
- ❖ Manages for results and effects change
- ❖ Drives all decision making with a customer focus

Why Should Anyone Be Led By You?

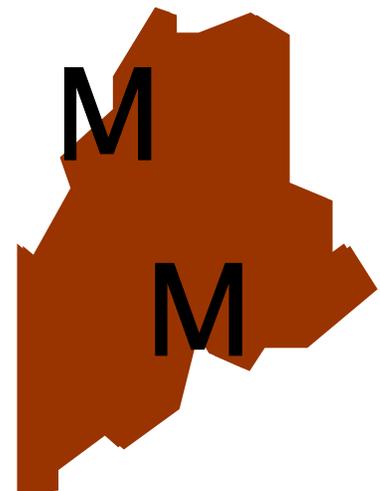
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The question, "Why should anyone be led by you?" strikes fear in the hearts of most executives. With good reason. You can't get anything done without followers, and in these "empowered" times, followers are hard to find –except by leaders who excel at capturing people's hearts, minds, and spirits.

How do you do that? Of course, you need vision, energy, authority, and strategic direction –and these four additional qualities:

- Show you're human, selectively revealing weaknesses
- Be a 'sensor,' collecting soft people data that lets you rely on intuition
- Manage employees with 'tough empathy,' caring passionately about them and their work, while giving them only what they *need* to achieve their best
- Dare to be different, capitalizing on your uniqueness.

Mix and match these qualities to find the right style for the right moment.



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What's Happening?

Competency-based selection training underway.

Four groups of confidential managers have been trained in competency-based interviewing and selection. The full-day training is interactive and includes group work, role-playing, and demonstrations. More workshops are scheduled for:

October 1
October 29
November 27
December 13

There will be more on competency-based selection in the next newsletter. For more information, contact the Training Office at 624-7793 or -7770.

“[Competency interviewing] is really a new way. In the past, I have relied on hypothetical scenarios. This will change the focus on interviews from situational to allow a candidate to tell an [actual] story.”

–Participant comment from
Competency-based Selection training

Rules Team drafts MMS rules. It is hoped that formal rule-making can begin in mid-October to adopt the rules governing the Maine Management Service. The rules, derived from the State's existing Civil Service rules, are being drafted with lots of input. The team is planning one or more focus groups of confidential managers to seek additional guidance.

Steering Committee prioritizes “next steps.” The deputy commissioners from each department serve as the MMS steering committee. They met in August and identified four key programs as the top priorities to accomplish this fall:

- establish a MMS mentoring program
- establish a MMS exchange program

- begin succession planning
- adopt MMS rules

Maine highlighted at conference. Don Wills and Elaine Trubee, along with Mark Hanuum from Linkages Consulting, made a presentation about the MMS at the National Association of State Personnel Executives in Montana in July. The response was overwhelming. Every state appears to be facing similar concerns with retiring managers, recruitment difficulties, and a need to develop present and future leaders. Maine, however, is in the lead in doing something about it.

Plans for 2nd Maine Management Service-Governor's gathering underway. The Office of Training is planning to schedule another statewide meeting of confidential managers with the Governor. There may be an opportunity to piggyback on a live downlink with former Secretary of State, Madeline Albright. Look for more information later.

Leadership Development Team

Brooke Barnes, Deputy Commissioner, DEP

Linda Gilson, Director of Administrative Services, Dept of Professional & Financial Regulation

Howard Gray, Superintendent of Banking, Dept of Professional and Financial Regulation

Brenda Harvey, Director of Program Systems Development, Dept of Behavioral and Developmental Services

Judy Lucarelli, Deputy Commissioner, Dept of Education

Shelby Rafter, Director, SETU, Dept of Human Services

Richard Thompson, Director, Division of Purchases

Elaine Trubee, Director, Office of State Training and Development

Anne Twombly, Personnel Specialist, Dept of Transportation

Helen Wieczorek, Human Resources, Dept of Transportation

Editor: Jody Harris, Bureau of Human Resources, Dept of Administrative & Financial Services, 4 State House Station, Augusta, ME. Web: www.state.me.us/bhr/mms, August 2001.