**Modern Government Management Traits Initiative**

The Modern Government Management Traits (MGMT) initiative provides Federal managers/supervisors with free and simple action-oriented tools to sharpen managerial behaviors and skill sets. Consistent utilization of these tools will heighten leadership effectiveness and will positively impact leadership engagement with employees.

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| **Program Objectives** |

Inspired by Google’s Project Oxygen, which sought to improve employee engagement by reinforcing the most important traits among its managerial staff, the Performance Improvement Council (PIC) works with agencies to generate simple management actions that can have an out-sized impact on the effectiveness of federal managers, and therefore, the morale of employees, productivity and performance of the agency, component, bureau or division.

Google’s findings revealed that once managers committed to the actions, managerial scores improved by the end of the first year by 5%. In fact, the greatest improvement was made by the lowest performing managers.

Participation in this initiative is voluntary. It was developed to provide agencies with tangible actions that will not only strengthen their managers’ skills sets, but it will also improve how managers engage with their employees. By strengthening their skill sets and improving how they engage their employees, managers will positively impact how their employees view their work and their contributions.

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| **Program Design** |

An agency pilot will begin with a baseline assessment using a pulse survey to determine which trait(s) the organization may want to target for pilot roll-out. However, use of pre-existing survey data in this area can be used to establish baseline metrics.

PIC will partner with the organization to design and tailor the pilot strategy and will also provide tools and consultative assistance to develop actions for the targeted managerial trait (s) (see attached document) selected by the organization. Tools include, but are not limited to, checklists, desk aids, calendar reminders and upward feedback via pulse surveys.

Pilot duration and frequency of the pulse survey will be determined by the organization. However, PIC recommends a pilot length of 4-6 months to effectively assess progress in meeting milestones while allowing time to course correct along the way.

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| **Program Participants And Pilot Expectations** |

Program participants must be Federal managers and supervisors. Pilot participants are expected to select and commit to enhancing a minimum of 1of the 8 Management Traits listed below to meet their customized management objectives. Participants will actively engage with pilot peers to share lessons learned and results from the initial pulse survey and subsequent survey assessments. MGMT pilot insights will be shared with the PIC for analysis and trend-setting.

Modern Management Traits:

1. Be a good coach
2. Empower; don’t micromanage
3. Be interested in direct reports’ success and well­being
4. Be productive and results-­oriented
5. Be a good communicator and listen to your team
6. Help employees with career development
7. Have a clear vision and strategy
8. Have key technical skills so you can advise your team

**Pilot Support Services**

PIC offers both regular group and one-on-one support as needed to answer questions. Targeted services to support agency pilot participation include:

* (Optional) Bi-weekly one hour interactive webinars focused on the eight management traits
* Monthly check-in calls with each agency participant
* Participation in a half day summit to share tactics, strategies, tools, successes and challenges with fellow pilot cohort peers across government. This event is targeted for late summer.

**Key Resources on Google’s Project Oxygen**:

Harvard Business Review, How Google Sold Its Engineers on Management: <https://hbr.org/2013/12/how-google-sold-its-engineers-on-management>

2014 Article from the Street: Google's Project Oxygen Pumps Fresh Air into Management: <http://www.thestreet.com/story/12328981/1/googles-project-oxygen-pumps-fresh-air-into-management.html>

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