



D R A F T

FY '09 "Leading Change" Initiative

Leading Edge 2.0: Making The Connection *An ATO Organizational Effectiveness Initiative for Managers*

Goals and Objectives

- Identify exemplary managers to serve as "informal" *change agents* at all levels of the ATO
- Communicate our *ATO story, compelling need for change, current challenges, and strategic objectives of Strategy2013* in ways meaningful for participants' work environments
- Provide participants with the skills and information needed to share the ATO's messages with their peers and employees. These participants will serve as coaches in their workplace, as well as other regional offices and facilities. Coaches will also lead dialogue sessions between their employees and the workforce.
- Reinforce the concept of "one-ATO" by encouraging regional, cross-service unit teams to have joint coaching sessions for managers and/or management teams.
- Deliver a consistent message and create an environment of increased employee understanding of the ATO's future direction and plans.
- Share the information and resources needed across the organization to get all ATO employees on the same page.

Initiative Overview

Three main efforts comprise this initiative.

Outreach campaign:

- Designed to reach all internal stakeholders—facility managers, FLMs, the workforce—to build organizational support for coaches returning to the field post-forum.

Leading Edge 2.0 forum:

- Approximately 250 influential ATO managers, referred to as coaches, will develop leadership skills and communications strategies at a four-day forum
- Participants will formulate a plan for implementing the coaching strategy along with other managers while at the Forum. Managers will have a clear tasking and message to begin the "cascading" communications process.

Coach-led road shows:

- Coaches will lead road shows in the field, educating their peers on how to communicate effectively with the workforce.
- Managers will share the messages and resources with their employees, along with support from their peer coaches, Directors and Design Team members.
- A feedback mechanism will support return of ideas and input from the field to shape the message and improve processes.

Target Audience

- ATO Front-Line managers in the field, Team Managers in the Service Center, and First-Line Managers in Headquarters **who have demonstrated the critical behaviors for creating organizational change.** These managers also need to possess presentation, facilitation, and influencing skills as they'll be tasked with "spreading the message" and "coaching" other managers to educate and engage our workforce regarding ATO plans.

Organizational & Individual Outcomes

- Create a large network of leaders who work together to help build a stronger ATO culture.
Example: Cross service unit teams deliver prepared ATO messages related to ATO principles, direction, performance management, safety, financial, or communications best practices.
- Build a communication infrastructure to connect with people across the ATO. Communication must be two-way, credible and consistent.
- Reinforce the idea of one-ATO.
- Provide future leaders with hope for the future of the ATO.
- Participants receive the skills and resources needed to effectively share the ATO's strategy and messages with the workforce.

Evaluation Methodology

- Monthly status reports from all participants to ensure mutual understanding on tasking. Reports also assist in planning for future improvements and initiatives.
- Electronic follow-up with all participants (within three to four months) to determine changes that occurred in the workplace as a result of this forum and tasking.