

## LIFO Transforms Internal Work Leadership Program in Government Department

### ORGANIZATION

State Department of Transportation – located in the Midwest U.S.

### ISSUE

The state transportation department was struggling with leadership skills in senior work leader roles. Promotion was based more on seniority than their ability to lead a work unit. Many conflicts ensued from ineffective management. The department needed to build leadership bench strength.

### OUTCOME

Measurements indicated a post program assessment of 82% overall alignment with expectations: work leaders now say that they are more self-aware and can recognize their behavioral styles, as well as how it impacts others. It has allowed for more patience with employees as well as a reduction in conflict. Individuals in work leader roles are now more prepared to take on supervisory roles. Using this program helped to build bench strength for supervisory promotion. Using LIFO as a significant part of their leadership development program was so successful that it was ultimately rolled out over multiple years to all locations for new work leaders and Supervisors in the Department of Transportation, a department with 5,000 employees.

### PROCESS

LIFO was integrated into the overall leadership development program and bench strength development. The method was used to learn communication skills with others, address conflict, and build self-awareness. LIFO also became part of a 360-degree feedback and assessment process along with quarterly problem solving sessions.

### Consultant/Company

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### Country

U.S.A.