



governmentattic.org

"Rummaging in the government's attic"

Description of document: Department of the Interior (DOI) Organizational Assessment of the (Tribal) Land Buyback Program 2016

Requested date: 08-February-2019

Release date: 14-September-2022

Posted date: 16-January-2023

Source of document: Freedom of Information Act Request
Office of the Secretary (OS)
William Holzerland
MS-7328, MIB
1849 C Street, NW
Washington, DC 20240
Fax: (202) 219-2374
[FOIAonline](#)

The governmentattic.org web site ("the site") is a First Amendment free speech web site and is noncommercial and free to the public. The site and materials made available on the site, such as this file, are for reference only. The governmentattic.org web site and its principals have made every effort to make this information as complete and as accurate as possible, however, there may be mistakes and omissions, both typographical and in content. The governmentattic.org web site and its principals shall have neither liability nor responsibility to any person or entity with respect to any loss or damage caused, or alleged to have been caused, directly or indirectly, by the information provided on the governmentattic.org web site or in this file. The public records published on the site were obtained from government agencies using proper legal channels. Each document is identified as to the source. Any concerns about the contents of the site should be directed to the agency originating the document in question. GovernmentAttic.org is not responsible for the contents of documents published on the website.



United States Department of the Interior
OFFICE OF THE SECRETARY
Washington, DC 20240

IN REPLY REFER TO:
7202.4-OS-2019-00473

September 14, 2022

Via email

On February 8, 2019, you filed a Freedom of Information Act (FOIA) seeking the following:

Copy of the report and presentation from contract IND16PD00487 (also associated with parent contract IND16PC00001, through IBC Acquisition Services Directorate, to award contractor Carole Houk International to perform an organizational assessment of the land buy-back program.

Your request was received in the Office of the Secretary FOIA office on February 8, 2019 and assigned control number **OS-2019-00473**. Please cite this number in any future communications with our office regarding your request.

We are writing to provide a final response to your request on behalf of the Office of the Secretary. We have attached one file consisting of one hundred and eight (108) pages. Portions of these materials are being withheld under the FOIA Exemptions below.

We are withholding approximately nineteen (19) pages in part under FOIA Exemption 3. 5 U.S.C. § 552(b)(3). Exemption 3 allows the withholding of information protected by a nondisclosure provision in a federal statute other than FOIA.

Under the Administrative Dispute Resolution Act, 5 U.S.C. § 574, dispute resolution communication or any communication provided in confidence to a neutral shall not be disclosed and shall be exempt from disclosure under section 552(b)(3). The requested information is not releasable under FOIA because it was communicated in confidence to a neutral in a dispute resolution proceeding. Therefore, it has been withheld in part under Exemption 3.

Exemption 5 allows an agency to withhold "inter-agency or intra-agency memorandums or letters which would not be available by law to a party ... in litigation with the agency." 5 U.S.C. § 552(b)(5). Exemption 5 therefore incorporates the privileges that protect materials from discovery in litigation, including the deliberative process, attorney work-product, attorney-client, and commercial information privileges. We are withholding a total of ten pages which are being

withheld in part because they qualify to be withheld both because they meet the Exemption 5 threshold of being inter-agency or intra-agency and under the following privileges:

Deliberative Process Privilege

The deliberative process privilege protects the decision-making process of government agencies and encourages the frank exchange of ideas on legal or policy matters by ensuring agencies are not forced to operate in a fish bowl. A number of policy purposes have been attributed to the deliberative process privilege, such as: (1) assuring that subordinates will feel free to provide the decisionmaker with their uninhibited opinions and recommendations; (2) protecting against premature disclosure of proposed policies; and (3) protecting against confusing the issues and misleading the public.

The deliberative process privilege protects materials that are both predecisional and deliberative. The privilege covers records that reflect the give-and-take of the consultative process and may include recommendations, draft documents, proposals, suggestions, and other subjective documents which reflect the personal opinions of the writer rather than the policy of the agency. The materials that have been withheld under the deliberative process privilege of Exemption 5 are both predecisional and deliberative. They do not contain or represent formal or informal agency policies or decisions. They are the result of frank and open discussions among employees of the Department of the Interior. Their contents have been held confidential by all parties and public dissemination of this information would have a chilling effect on the agency's deliberative processes.

The deliberative process privilege does not apply to records created 25 years or more before the date on which the records were requested.

For your information, Congress excluded three discrete categories of law enforcement and national security records from the requirements of FOIA. See 5 U.S.C. 552(c). This response is limited to those records that are subject to the requirements of FOIA. This is a standard notification that is given to all our requesters and should not be taken as an indication that excluded records do, or do not, exist.

Nicholas Banco, FOIA Support Team Lead, is responsible for this decision. Cindy Cafaro, Attorney-Advisor in the Office of the Solicitor, was consulted.

Fees

We do not bill requesters for FOIA processing fees when their fees are less than \$50.00, because the cost of collection would be greater than the fee collected. See 43 C.F.R. § 2.37(g). Therefore, there is no billable fee for the processing of this request.

Appeals

You may appeal this decision to the Department's FOIA/Privacy Act Appeals Officer. If you choose to appeal, the FOIA/Privacy Act Appeals Officer must receive your FOIA appeal **no later than 90 workdays** from the date of this final response. Appeals arriving or delivered

after 5 p.m. Eastern Time, Monday through Friday, will be deemed received on the next workday.

Your appeal must be made in writing. You may submit your appeal and accompanying materials to the FOIA/Privacy Act Appeals Officer by mail, courier service, fax, or email. All communications concerning your appeal should be clearly marked with the words: "FREEDOM OF INFORMATION APPEAL." You must include an explanation of why you believe this response is in error. You must also include with your appeal copies of all correspondence between you and the Office of the Secretary concerning your FOIA request, including your original FOIA request and this response. Failure to include with your appeal all correspondence between you and the Office of the Secretary will result in the Department's rejection of your appeal, unless the FOIA/Privacy Act Appeals Officer determines (in the FOIA/Privacy Act Appeals Officer's sole discretion) that good cause exists to accept the defective appeal.

Please include your name and daytime telephone number (or the name and telephone number of an appropriate contact), email address and fax number (if available) in case the FOIA/Privacy Act Appeals Officer needs additional information or clarification of your appeal.

DOI FOIA/Privacy Act Appeals Office Contact Information

Department of the Interior
Office of the Solicitor
1849 C Street, N.W.
MS-6556 MIB
Washington, DC 20240

Attn: FOIA/Privacy Act Appeals Office
Telephone: (202) 208-5339
Fax: (202) 208-6677
Email: FOIA.Appeals@sol.doi.gov

For your information, Congress excluded three discrete categories of law enforcement and national security records from the requirements of the FOIA. *See* 5 U.S.C. § 552(c). This response is limited to records that are subject to the requirements of the FOIA. This is a standard notification that is given to all our requesters and should not be taken as an indication that excluded records do, or do not, exist.

The 2007 FOIA amendments created the Office of Government Information Services (OGIS) to offer mediation services to resolve disputes between FOIA requesters and Federal agencies as a non-exclusive alternative to litigation. Using OGIS services does not affect your right to pursue litigation.

You may contact OGIS in any of the following ways:

Office of Government Information Services
National Archives and Records Administration
8601 Adelphi Road - OGIS

College Park, MD 20740-6001
E-mail: ogis@nara.gov
Web: <https://www.archives.gov/ogis>
Telephone: 202-741-5770
Fax: 202-741-5769
Toll-free: 1-877-684-6448

Please note that using OGIS services does not affect the timing of filing an appeal with the Department's FOIA & Privacy Act Appeals Officer.

If you have any questions about our response to this request, you may contact M. Omer Pervaiz by email at doifoiassupportteam@sol.doi.gov.

Contact information for the Department's FOIA Public Liaison, who you may also seek dispute resolution services from, is available at <https://www.doi.gov/foia/foiacenters>.

Sincerely,

NICHOLAS BANCO  Digitally signed by NICHOLAS BANCO
Date: 2022.09.14 09:39:41 -04'00'

Nicholas Banco
FOIA Support Team Lead



Appreciative Team Climate LBBP Team Off-Site Retreat

Department of Interior

September 20-21, 2016



LBBP Team Climate Off-Site Retreat

THE PURPOSE

- Demonstrate positive intent and trust by sharing collective team results from narrative interviews with each of you
- To make recommendations and commitments towards meaningful action to the feedback garnered as a result of your participation in the narrative interview inquiry process
- Create a creative off-site retreat space for focused follow-up
- To build and strengthen relationships
- Inspire collaborative action by giving all team members a voice in team governance
- To generate innovative recommendations to team challenges and opportunities
- To collectively make commitments for our way forward

Agenda

- Kick-Off: LBBP Team Off-Site Retreat
- The First Five Years; The Next Five Years
- Sharing of the Appreciative Team Climate Inquiry & Narrative Interviews Collective Team Results
- Future State Recommendations: Team Dialogue, Brainstorming & Action Learning
- Team Presentations/Commitments
- Next Steps

LBBP Organizational Structure

OFFICE OF THE SECRETARY

- John Bezdek – Counselor to the Deputy Secretary, Department of the Interior

LBBP SENIOR LEADERSHIP/PROGRAM MANAGEMENT

- John McClanahan – Land Buy-Back Program Manager
- James Ferguson – Land Buy-Back Deputy Program Manager
- Vacant – Land Buy-Back Deputy Program Manager of Operations

LBBP PROGRAM MANAGERS

- Katherin Grounds – TRA Manager
- Mike Estes – Communications Manager
- Lorie Wagner – Data and Analysis Manager
- Faride Kraft – Financial Analyst Manager

ADMINISTRATION

- Dajuana Fisher – Admin Officer
- Devon Dignan – Admin Specialist
- Katherine Feiring – Admin Specialist

LBBP Organizational Structure

TRIBAL RELATIONS ADVISORS (TRA)

- Katherin Grounds – TRA Manager
- Santee Lewis – Senior TRA
- Josh Edelstein – Senior TRA
- Heather Hofman – Senior TRA
- Genevieve Giaccardo – Senior TRA
- Julius Snell – TRA
- Vacant – Senior TRA

COMMUNICATIONS

- Mike Estes – Communications Manager
- Joy Lin (PMF) – Program Analyst
- Treci Johnson – Public Affairs Specialist
- Vacant – Program Analyst
- Vacant – Program Analyst

LBBP Organizational Structure

DATA AND ANALYSIS

- Lorie Wagner – Data and Analysis Manager
- Stephanie Henning (PMF) – Program Analyst
- Lynne Carpenter – Senior Advisor – Tribal Relations/Senior Program Analyst
- Shahla Zokaie - SOL Contractor
- Vacant – Program Analyst (3)

FINANCIAL ANALYSIS

- Faride Kraft – Communications Manager
- Aimee Munzi – Cooperative Agreement Specialist
- Elyas Abi-Antoun - Senior Financial Analyst
- Vacant – Cooperative Agreement Specialist
- Vacant – Financial Analyst (2)
- Vacant – Records and Privacy Act Officer

The First Five Years: 2011 2016

- Consulted with tribes to develop initial plan
- Established cooperative agreement process and streamlined award process
- Participated in many congressional oversight hearings
- Developed offer and valuation processes and had The Appraisal Foundation review both method and application of method
- Established funding agreements with Departmental partners
- Held three listening sessions with tribal leaders and landowners and reported annually on the Program's progress
- Developed comprehensive FAQ's
- Reached cooperative or other agreements with 37 Tribal Nations

The First Five Years: 2011 2016

SELECT ACCOMPLISHMENTS

- Sent offers to landowners with interests at 29 locations
- Paid more than \$896 million to individuals who chose to sell
- Consolidated the equivalent of nearly 1.7 million acres of land
- Created or increased tribal ownership in 30,200 tracts (1 of every 3)
- Achieved 50% tribal ownership in more than 10,700 tracts
- Managed implementation costs at approximately 7% of land sales
- Developed Outreach Plan endorsed by OST and BIA
- Established long-term schedule for Program
- Consulted with tribes to develop initial plan

The Next Five Years: 201 2022



Appreciative Team Climate Inquiry



Narrative Interview Process

High-Level Results, Key Themes &
Sample Feedback Statements



Appreciative Team Climate Inquiry Process

THE PURPOSE

- Conduct a qualitative climate assessment through an Appreciate Interview Process of the Land Buy-Back Program to inquiry how you felt you are...
 - Regarded by the Land Buy-Back Program Leadership and Management as a member of a high-performing, customer-focused team, working in a high-stress environment

Appreciative Team Climate Inquiry Process

THE GOAL

- Gain perspective and insights on the present and future challenges LBBP team members and leaders face in creating and sustaining team trust, motivation and energy
- Identify ideas and key themes that demonstrate areas of overall collective team leadership and management strength as well as areas where strengthening could yield....
 - Higher Employee Satisfaction
 - Retention
 - Collaboration
 - Performance
 - Enhanced Productivity
- Garner recommendations for moving forward

Appreciative Team Climate Inquiry Process

APPRECIATE INQUIRY: THE APPROACH

- To identify and appreciate the best of “what is”; envision what might be; and encourage dialogue of what should be

APPRECIATE:

1. To value; recognize the best in people; affirm past and present strengths, successes, and potentials; to perceive those things that give life to the organizational system
2. To increase in value (e.g., esteem, honor)

INQUIRE:

1. To explore and discover
2. To ask questions; to be open to seeing new potentials and possibilities (e.g., *discover, search, systematically explore, and study*)

Appreciative Team Climate Inquiry Process

THE APPROACH

- Seek feedback (e.g. *perceptions, feelings and attitudes of team members*) through team member written feedback to “confidential” team climate questions reviewed only by the external facilitator and through dialogue generated during one-to-one “confidential” individual interviews with an external facilitator using answers to climate questions as a framework for the interview (*May-June 2016*)

100% - LBBP Team Members participated in the process (THANK YOU!)

- Summarize and analyze individual data and feedback garnered collectively as a whole team. Anonymity was honored by masking the identify of individual team members. (*July - Aug 2016*)
- Demonstrate positive intent and trust by Sponsor by sharing collective team results from narrative interviews with leadership, management and all team members; and (*Sept 2016*)
- Demonstrate focused follow-up by empowering leadership and management to take meaningful action to the feedback garnered by collective team members and recommendations by external facilitator. (*Sept – Dec 2016*)

Appreciative Team Climate Inquiry Process

APPRECIATE INQUIRY: THE FOCUS

- To identify and appreciate the best of “what is”; envision what might be; and encourage dialogue of what should be

APPRECIATE:

1. To value; recognize the best in people; affirm past and present strengths, successes, and potentials; to perceive those things that give life to organizational system.
2. To increase in value (e.g., esteem, honor)

INQUIRE:

1. To explore and discover
2. To ask questions; to be open to seeing new potentials and possibilities (e.g., discover, search, systematically explore, and study)

Collective Team Summary Analysis

- 100% of Land Buy-Back Program Team Members Participated (22)
- Leadership and Management's emphasis has been task and results focused vs. people (*team member*) focused
- Team members spoke of a loss of collective spirit and a shifting away from ideal mindsets, behaviors, and ways of relating that build team cohesion
- As a result team trust, transparency and open communication has been weakened and there has been a decline in energy and engagement levels
- Team sustainability is challenged as a result of high-turnover, loss of embedded knowledge and the challenges of onboarding new team members to fit in a changing leadership and team culture
- Today, as the LBBP mission evolves, more pressure is placed on the need to grow and develop leaders at the Individual, Team, Manager and Leader levels.

Collective Team Summary Focus Areas

SIX CATEGORYS FOR KEY THEMES IDENTIFIED

- **LEADERSHIP**
- **LEADERSHIP/MANAGEMENT**
- **TEAM COMMUNICATIONS**
- **SUSTAINABILITY**
- **STAFFING AND SELECTION**
- **PERFORMANCE AND ACCOUNTABILITY**

Collective Team Summary Focus Areas

LEADERSHIP

- Collective Team Mission, Vision, Purpose, Values, Guiding Principles and Symbol
- Diversity and Inclusion
- Organizational Structure
- Performance and Accountability
- Roles/Responsibilities
- Staffing and Selection
- Strategic Communication
- Succession Planning
- Trust, Transparency, Unity and Communication

Collective Team Key Theme Focus Areas

LEADERSHIP/MANAGEMENT

- Diversity and Inclusion
- Emotional Intelligence
- Engagement and Empowerment
- Influencing
- Leader/Manager/Individual Development
- Leadership Development and Learning
- Mindsets, Behaviors and Ways of Relating
- Team Communication
- Succession Building
- Sustainability

Collective Team Key Theme Focus Areas

TEAM COMMUNICATIONS

- Giving and Receiving Feedback
- Communicating Up/Across/Down
- Respecting Differences
- Understanding Working/Communication Styles
- Trust, Transparency, Unity and Communication

SUSTAINABILITY

- Giving and Receiving Feedback
- Communicating Up/Across/Down
- Respecting Differences
- Understanding Working/Communication Styles
- Trust, Transparency, Unity and Communication

Collective Team Key Theme Focus Areas

STAFFING AND SELECTION

- Advertising and Communicating Position Opportunities
- Communicating Promotion and Advancement Opportunities
- Diversity and Inclusion
- Generations at Work
- Instituting Fair and Transparent Hiring and Selection Practices
- Onboarding
- Retention
- Sustainability
- Succession Building
- Turn-over

PERFORMANCE AND ACCOUNTABILITY

- Giving and Receiving Feedback
- Individual Development Plans
- Joint Cross-Functional Organizational Goals/Targets
- Rewards and Recognition

Collective Team Results by Question

QUESTION #1: OPPORTUNITY TO BUILD A PROGRAM

“As Land Buy-Back Program leadership, management and team members you were first attracted to your work because of the” ...

- Opportunity to build a historical program with a mission we believe in
- Working with a positive, cohesive team with members having a ‘go-getter’ attitude
- New challenges to build a brand-new start-up and then develop steady state operations
- Deep sense of responsibility you have to the land owner and tribes
- Opportunity to work with partner Bureaus and Offices
- Opportunity to learn and grow along-side bright, competent and good people doing excellent work
- Autonomy, work/life balance and the ability to tele-work

Collective Team Results by Question

QUESTION #1: OPPORTUNITY TO BUILD A PROGRAM

Sample Feedback from Team Members

- *Admired the go-getter attitude of the Team and how well we all worked together*
- *To be a contributor, blending insights in the areas of communication and outreach*
- *Ability to learn from and work closely with Interior leadership, program partners and tribes*
- *The Program sounded like an exciting plan to work within the government since it didn't have a bureaucratic structure already*
- *Historical, opportunity to build a program that was truly responsive to American Indians*

Collective Team Results by Question

QUESTION #2: FOUNDING STORIES, TURNING POINTS AND PROUDEST ACHIEVEMENTS

Team members spoke freely with pride of the founding stories, turning points and proudest achievements...

- Pride you felt when teaching someone something you've never known and now being able to understand
- The sense of collaborative spirit and being able to strategize together fairly naturally on issues while sharing knowledge of the Program with one another

Collective Team Results by Question

QUESTION #2: FOUNDING STORIES, TURNING POINTS AND PROUDEST ACHIEVEMENTS

Sample Feedback from Team Members

- *Participating in an off-site meeting to develop approaches to managing tribal outreach and landowner outreach activities*
- *Taking a step back from the daily, fast-paced grind to think about our structure, roles and responsibilities, activities, and next steps for improving*
- *Enabling our partners to freely share challenges and problems that can constructively be resolved*
- *Influencing new program's policies and procedures*
- *Helping Indian landowners understand their land and their ownership interests*
- *Sharing knowledge of the Program to new employees*
- *Going to meetings and seeing individuals speaking intelligently about various subject matters and to know that we had a part in helping them to get on their feet and up and running in the Program*

Collective Team Results by Question

QUESTION #3: MEMORABLE HIGH-POINT EXPERIENCES

Team members spoke highly of... early-memories of the team's identity, purpose and mission. The LBBP team members were first attracted to their work because of...

- Value of having a supportive team environment where team members could rely on one's own and each other's experience, sharing knowledge
- Coordinating and strategizing together naturally while working hard
- Compromising with each other
- Taking calculated risks
- Participating in off-site meetings
- Hearing the stories of the program's impact
- Influencing the new program's policies and processes
- Improving communications and timelines
- Giving and receiving feedback
- Opportunity to enable partners
- Reaching cooperative agreements
- Getting offers out
- Having a sense of pride in teaching and helping landowners and tribes

Collective Team Results by Question

QUESTION #3: MEMORABLE HIGH-POINT EXPERIENCES

Sample Feedback from Team Members

- *Early collaboration*
- *Working hard for a common goal of getting the Program set-up – a real sense of team work and air of positivity*
- *When the first offers went out to individuals and the individual was paid*
- *Listening sessions*
- *First meetings with landowners and tribes...nice to see all the faces of the people I worked with across the country, and to feel part of the team*
- *Creating together a plan for the future and taking stock of our work*
- *Working with partner bureaus/offices to share data with Tribes*

Collective Team Results by Question

QUESTION #4: MISSION & VISION

When asked what is the common mission, vision and purpose that unites everyone in the Land Buy-Back Program, team members seemed to have a clear understanding...

- Focus on Landowners and Tribes by reducing fractionation
- Empowering Tribal Nations
- Helping Landowners
- Building stronger trust relationships through education and unification

When asked if the Land Buy-Back Program leadership and team has a mission, vision, or purpose that unities everyone, it was less clear and perceived as non-existent

Collective Team Results by Question

QUESTION #4: MISSION & VISION

Sample Feedback from Team Members

- *Reducing Fractionation and empowering Tribal Nations*
- *Helping landowners is probably the most common vision, but there are also competing views on the mission of the Program*
- *It is communicated by leadership, it just does not unite because the daily experiences conflict with the message (i.e., communicated but not nurtured)*

Collective Team Results by Question

QUESTION #5: CORE VALUES

When asked what the top three values the Land Buy-Back Program team lives by, team members responded with the following values listed in alphabetical order...

- Accomplishment; Accountability; Accuracy; Achievement; Action
- Chaos; Commitment; Communication; Contribution; Credibility; Critical Thinking
- Dedication; Empowerment; Excellence; Flexibility
- Integrity; Intuition; Ideation; Obedience
- Problem Solving; Productivity; Resilience; Respect; Results
- Sharing Information; Speed

Collective Team Results by Question

QUESTION #5: CORE VALUES

Top three values the Land Buy-Back Program team lives by:

Sample Feedback from Team Members

- *Achievement, Flexibility, Timeliness*
- *Flexibility, Intuition, Resilience*
- *Integrity, Credibility, Excellence*
- *Results, Commitment, Flexibility*
- *Contribution, Empowerment, Resilience*
- *Achievement, Obedience, Chaos*

Collective Team Results by Question

QUESTION #5: CORE VALUES

Top three values the Land Buy-Back Program team lives by:

Sample Feedback from Team Members

- *Achievement, Action, Resilience*
- *Productivity/Speed, Accuracy, Problem Solving*
- *Action, Commitment, Critical Thinking*
- *Accomplishment, Achievement, Action*
- *Action, Contribution, Thinking*
- *Flexibility, Intuition, Ideation*

Collective Team Results by Question

QUESTION #6: ORGANIZATIONAL CORE FACTORS

When team is at its best, the core factors that give life to the Land Buy-Back Program's mission are...

- The Funding, Stakeholders, Tribal Members, Land-Owners, Alliances and Partnerships

The core factors that give life to the Land Buy-Back Program's team members include...

- Collective, positive team spirit and synergy
- Lived values
- Passion and commitment
- Clear understanding of roles and responsibilities
- Recognition and reward for achievements
- Leveraging of team member core competencies and strengths
- Recognition of team individual and collective capabilities
- Promotional opportunities
- Customers/Stakeholders
- Contribution to strategic thought leadership and best practices

Collective Team Results by Question

QUESTION #6: ORGANIZATIONAL CORE FACTORS

Sample Feedback From Team Members

- *Funding and Federal Partners*
- *Communication, Collaboration, Shared Mission*
- *Dedication to the Mission and Being Productive*
- *Coordination/Collaboration with Stakeholders/Partners*
- *Partnerships, Mission, Embedded Knowledge*
- *Integrity, Credibility, Excellence*
- *Alliances and Partnerships, Customers/Stakeholders, and High Expectations*
- *Relational Resources, Best Practices and Elevated Thoughts*

Collective Team Results by Question

QUESTION #6: WHAT'S CHANGING IN LAND BUY-BACK PROGRAM'S ORGANIZATIONAL CULTURE

As a result of the exponentially widespread success of the program, the team landscape is now changing...

- New managers and supervisors are assuming elevated leadership roles
- New staff are onboarding
- Expanded generations present in the virtual teaming work environment
- Formal organizational structure
- Focus on standardization
- Technical records management
- Formalizing of new processes and policies

Collective Team Results by Question

QUESTION #6: WHAT'S CHANGING IN LAND BUY-BACK PROGRAM'S ORGANIZATIONAL CULTURE

Sample Feedback From Team Members

- *New Managers and Supervisors*
- *Level of Trust – with Management and with Collective Team*
- *The Need to Work Cross-Functionally*
- *Roles/Responsibilities*
- *Office Space Availability*
- *Level of Professionalism and Engagement of the Team*
- *Accountability*
- *Staff Energy/Burn-out levels*
- *Leadership – to guide, motivate, grow, inspire and empower team members*

Collective Team Results by Question

QUESTION #7: THE GREATEST PAIN

Based on the high-growth and expanded demand of the Land Buy-Back Program's associated tasks, several team members are feeling...

- Personally and collectively challenged with burn-out; non-manageable workloads; and the inability to manage stress with increasingly demanding roles and responsibilities
- Existing organizational chart (at the time) was confusing to understand
- Perceived lack of team trust and cohesion
- Not clearly defined roles/responsibilities
- Unequal level of accountability and performance standards
- Frequent unprofessional or controlled team communications
- Afraid to make a mistake

Collective Team Results by Question

QUESTION #7: THE GREATEST PAIN

Sample Feedback From Team Members

- *Hiring appropriate and competent staff and developing a logical organizational/management structure as it expands*
- *Observing team members stressed in their demeanor, focus and body language*
- *No Camaraderie*
- *Not having assignments be accurately reflected in performance standards*
- *Disengaged team members*
- *Peer team cohesion*
- *Not having a voice – not feeling safe, that my thoughts will be trusted*
- *Pressure to get things done regardless of the staffing to do so*
- *Not being able to question leadership*

Collective Team Results by Question

QUESTION #8: Land Buy-Back Program Leadership and/Management

Practices at their Best

When Leadership and Management have modeled practices at their best, it was when...

- Securing funding approval
- Presenting to Tribes
- Developing relationships with stakeholders, holding strategy/planning off-sites
- Communicating transparently with management and staff

Collective Team Results by Question

QUESTION #8: Land Buy-Back Program Leadership and/Management

Practices at their Best

Sample Feedback from Team Members...

- *When we had an “all hands – all partner agencies” meeting, seeing the 3 top managers together answering questions and making decisions on the spot on how the Program should proceed. The 3 of them worked well together and listened to each other’s point of view*
- *My team manager is very receptive and responsive to my questions and needs, and provides great communication and opportunities to excel*

Collective Team Results by Question

QUESTION #8: Land Buy-Back Program Leadership and/Management

What Team Members Need More of From Leadership/Management...

- More timely decisions from Leadership and Management
- Fair treatment of all staff members
- Increased diversity and inclusion
- Transparency in advertising, hiring and selection
- Clearly defined position descriptions
- Roles/responsibilities and performance standards
- Formal and informal rewards and recognition
- Promotional opportunities shared publicly and transparently
- An environment that embraces risk and the possibility of failure
- Individual and team learning and developmental opportunities
- More frequent opportunities to have a voice to share ideas and opinions in dialogue
- More collaboration cross-functionally and less hierarchy
- Strategic vision and direction for moving forward

Collective Team Results by Question

QUESTION #8: Land Buy-Back Program Leadership and/Management

What Team Members Need More of From Leadership/ Management...

Sample Feedback from Team Members...

- *More resources to help with current tasks*
- *Defined roles and responsibilities that match the unification of each staff member*
- *Getting a hold of leadership/management as they are too busy and/or on travel*
- *More time with leadership to discuss activities that require their input*
- *Knowing who their bosses are*
- *Move away from favoritism and closed door decisions*
- *A functional organizational structure and human capital plan*
- *Greater recognition from management about the demands of my and others' workload*

Collective Team Results by Question

QUESTION #9: CHALLENGES TEAM MEMBERS FACE

Team Members Expressed Several Challenges to Include...

- Prioritizing their work with often conflicting responsibilities, priorities and increasing organizational requirements and information overload
- Needing help in setting boundaries, navigating unwritten rules, understanding values and expectations of new and diverse generations in the workplace
- Sustaining one's own and the team's energy
- Being resilient
- Staying positive and demonstrating empathy
- The need for shared responsibility of onboarding and training new staff while strategically planning for the future
- Expanding internal and external relationships
- Learning new technologies
- Building standard operating procedures, while maintaining current operations

Collective Team Results by Question

QUESTION #9: CHALLENGES TEAM MEMBERS FACE

Team Members Expressed Several Challenges to include...

Sample Feedback from Team Members...

- *Lack of empathy by leadership/management*
- *Not having a strategic plan “road map” for the future*
- *Navigating unwritten rules...where do I go, who do I ask, do I have to check with someone, what is appropriate protocols, political correctness, perceived intent*
- *Sustaining my own and my team’s energy*
- *Keeping a positive attitude*
- *Onboarding of new employees*

Collective Team Results by Question

QUESTION #10: DEVELOPING LEADERS/MANAGERS/TEAM MEMBERS

Team Members Have Been Developed Through...

- On the job training
- Formal training
- Mentoring
- Onboarding
- Learning from experience
- Shadowing
- Through own self-development

Sample Feedback from Team Members...

- *Some receive formal training opportunities*
- *Staff communicate verbally on “how things are done” and new developments, and try to make themselves available for new employees to ask questions*
- *Inconsistent. There does not appear to be a consistent approach*
- *Not through Individual Development Plans*

Collective Team Results by Question

QUESTION #11: EMPOWERING AND ENGAGING PEOPLE AT THEIR BEST

Team Members Feel Empowered to be able to...

- Tele-work
- Have flexibility in their schedules and have opportunities to attend weekly and monthly formal meetings

Sample Feedback from Team Members...

- *Management strives to give team members autonomy (Tele-working; Flexibility)*
- *Team Meetings – Monthly, In-Person and Every 2-week Program Call*
- *No accountability for empowering and engaging disengaged team members*
- *The program allows one to own their own work*
- *The program relies on self-starters and people with drive and initiative*

Collective Team Results by Question

QUESTION #12: QUALITIES PERCEIVED AS MOST VALUES

Team Members Perceived Qualities as Most Valued to include...

- Inspiration
- Positivity
- Creativity
- Resiliency
- Flexibility
- Integrity
- Honesty
- Steadiness
- Dedication
- Loyalty
- Technical knowledge
- Strong Work Ethic
- Teamwork
- Historical Knowledge
- Accountability
- Problem-Solving
- Detail-Oriented
- Commitment to Accuracy
- Productivity/Speed
- Results-Oriented

Collective Team Results by Question

QUESTION #12: QUALITIES PERCEIVED AS MOST VALUES

Sample Feedback from Team Members...

- *Technical knowledge, work ethic, self-reliance, team-work*
- *It varies by manager. Experience with native issues and a law degree*
- *Historical knowledge and technical skills*
- *Some perceive personal background as most valued*
- *Experience with other stakeholders and partner organizations*

Collective Team Results by Question

QUESTION #13: TEAM COMMUNICATION

Team Members Shared That They Frequently Participate in...

- Bi-Weekly Program Calls
- Monthly Team Meetings
- Weekly Schedule Meetings
- Weekly Written Reports
- Bi-Weekly Coordination Meetings
- One-to-One Conversations
- All Hands Meetings

Team Members Would Appreciate More...

- Engagement by Team Members
- Less Top-Down Driven Communication in Meetings
- Having Leadership See Eye-to-Eye vs Conveying Mixed Messages

Sample Feedback from Team Members...

- *Bi-weekly Program calls and Monthly Team Meetings (agenda's, however lack structure and formality)*
- *Communication during meetings is often summary, and many conversations have to be taking off-line*

Collective Team Results by Question

QUESTION #14: HOW AM I REGARDED BY LEADERSHIP/MANAGEMENT

Team Members Shared A Split in How They Perceived They Were Valued by Leadership/Management...

- Most team members feel they are valued, competent, and appreciated by their leaders
- Not all team members perceive that leadership at every level values them
- Several team members do not feel a bond or connection because they feel leadership does not care

Sample Feedback from Team Members...

- *I think I am respected and liked*
- *As an asset not yet assigned – many people need help*
- *I think they like me – but sometimes I do not feel that they trust me with program information*
- *I think some of leadership/management values me*
- *I don't feel they cherish my contribution*

Collective Team Results by Question

QUESTION #15: EMBRACING DIVERSITY AND INCLUSION

As for Diversity and Inclusion, Team Members felt...

- The organization does well to demonstrate appreciation towards the contributions of team members
- Diversity is good, however inclusiveness less so
- They would like to see leaders and managers demonstrating more inclusion by demonstrating transparently fair hiring and selection practices and communicating clearly promotional opportunities to all team members

Sample Feedback from Team Members...

- *Communicate clearly when and what positions will be advertised and how frequently*
- *The organization needs to increase the Tribal presence beyond the original intent*
- *There needs to be a clear chain of command that is relevant*
- *Specific positions need to be advertised so current staff has the opportunity to apply, and have a fair chance to complete*
- *Start modeling how organizational team members ideally should communicate with each other or work together*
- *Office space is a major issue, where there is no place for remote staff when they are in the office. It is not welcoming to come to the office*
- *Program “believes” in diversity and inclusion amongst team members and that is the best way to embrace it*

Collective Team Results by Question

QUESTION #16: WHAT MAKES WORK EXCITING, INTERESTING, INVIGORATING, MOTIVATING AND PRODUCTIVE

Team Members Value the Opportunity to...

- Work directly with external stakeholders
- Collaborate with DOI partners and tribes
- Work on improving processes and seeing the results of those efforts

Sample Feedback from Team Members...

- *What our program does well is allowing employees to have ownership over their work*
- *Working on assignments/projects that result in an improved process and seeing the results of those efforts*
- *The work is best when working directing with external stakeholders*

Collective Team Results by Question

QUESTION #16: WHAT MAKES WORK EXCITING, INTERESTING, INVIGORATING, MOTIVATING AND PRODUCTIVE

What Creates Stress for Team Members...

- Inappropriate level of staffing and resources to support the mission requirements
- Insufficient time to devote to assignments
- Not having adequate work space
- Not having well-defined and approved management processes
- Lack of centralized record keeping
- Stakeholder unresponsiveness
- Leadership not able to make timely decisions
- Work directly with external stakeholders

Sample Feedback from Team Members...

- *Lack of defined roles/responsibilities*
- *Lack of defined and approved processes*
- *Lack of centralized record keeping that is easy to navigate to gain the information needed*
- *Overwhelming workload/insufficient time to devote to assignments*

Collective Team Results by Question

QUESTION #17: GREATEST SENSE OF NEED FOR THE LAND BUY-BACK PROGRAM AND TEAM

The Team's Greatest Sense of Need is...

- Improved Communication
- Transparency
- Increased Morale
- New-Found Understanding of Team Member Roles and Responsibilities with Aligned Performance Standards
- Accountabilities
- Individual Development Plans
- More frequent input and empowering feedback
- Coaching
- Mentoring from Leadership
- Better Oversight of Leadership, Management and Supervision
- Perceived Need for Relationship Mending and Healing
- More Emphasis Placed on the Health of Individuals and Collective Team
- Move Out of Survival Model
- Stabilize Leadership and Management
- Create a Strategy for Succession Planning

Collective Team Results by Question

QUESTION #17: GREATEST SENSE OF NEED FOR THE LAND BUY-BACK PROGRAM AND TEAM

Sample Feedback from Team Members...

- *Improved communication; transparency; increased morale*
- *Understanding everyone's roles/responsibilities/accountabilities, partially as a result of turnover and new hire onboarding*
- *Relationship mending/healing*
- *More importance placed on the Health of the organization*
- *Greater oversight on how the organization is operating, rather than the final product*
- *Change management strategies implemented using a third party to help heal*
- *Additional opportunities to build a sense of teamwork and mutual respect for team member contributions*
- *Provide positive feedback*

Collective Team Results by Question

QUESTION #18: TEAM MEMBERS SUGGESTIONS TO EFFECTUATE POSITIVE CHANGE

Team Members shared the following suggestions to effect positive change moving forward in the organization:

- Clarify Staff Roles/Responsibilities
- Initiate Team Building
- Develop Joint Goals in Individual Performance Evaluations
- Stabilize Leadership
- 360 Assessments and Feedback for Leadership/Management
- Coaching and Mentoring
- Work More Collaboratively/Cross-Functionally
- Open Communication at Leadership, Management and Employee Levels
- Provide More Frequent Feedback and Acknowledgement
- Hold More Frequent Group Interactions
- Create Wall Gallery of Program Success to Date
- Strengthen Relationships with Partner Agencies
- Be More Transparent with Political Agenda for the Program
- Listen to Employees and Take Their Views Seriously
- Slow Down New Requests/Assignments
- Create a Culture of Team Respect
- Create a Formal Strategy for Succession Planning
- Hold a Stand Down for a Period to Re-Calibrate

Collective Team Results by Question

QUESTION #19: THE ORGANIZATION FIVE YEARS FROM NOW

Team Members seem confident that...

- A Clear Path Will Be Revealed
- There Will Be a Focus on Succession Planning
- Best Practices Will Be Reported On and Highlighted to Include Clearly Demonstrated Processes and Procedures
- The Organization Will Operate Proactively vs. Reactively
- Team Members Will be Collaborating Cross-Functionally
- The Program Will Be Extended

Sample Feedback from Team Members...

- *A Draft Program Summary Report Would Exist that Incorporated all of the Best Practices, Highlighted Obstacles, and Laid Out a Plan for Continuing Land Consolidation Activities Within the Partner Bureaus and Offices*
- *There Should Be More Focus on Succession Planning in Next Five Years*
- *Much More Organized*
- *Proactive Rather Than Reactive, Everyone Knows Their Role and The Fact That Their Contribution is Important*

Collective Team Results by Question

QUESTION #20: THE PROGRAM WILL BE KNOWN FOR

Team Members Believe the Program will Be Known For...

- Exceeding Expectations
- Tribes will be made whole again as a result of innovate strategies, plans and processes
- High-Levels of Customer Service
- Team Members being recognized and compensated for their contributions
- Team Members will be treated fairly and transparently
- Team Members will have a sense of pride in the team's collective achievements with the Program, under budget
- The Program will have a significant impact on Tribal Economy and Sovereignty that will last generations

Sample Feedback from Team Members...

- *Being known as a group who took on a big task and successfully executed it in a fair way with service to landowners and tribes at the forefront of our efforts*
- *Under budget, significant impact on tribal economy and sovereignty, and impact that will last generations*
- *We need to honor the past, by high-lighting the successes and contributions of team members to date*
- *We are known for transparency and high customer service*

Collective Team Results by Question

QUESTION #21: THE TOP CHALLENGES TO ACHIEVING THE IDEAL CULTURE

Team Members perceive the top challenges to cultivating an ideal culture are...

- Leadership/Management needs to model trust, collaboration and team spirit while promoting engagement and empowerment among staff members
- Team members want to see fair and unbiased hiring and promotion practices
- More consistent employee evaluation processes that promote shared accountability
- More clarity in roles/responsibilities
- Leadership/management advancement opportunities
- Less compartmentalizing of program functions
- More coordination and collaboration among partners and stakeholders

Sample Feedback from Team Members...

- *Loss of team spirit*
- *Task focused vs people focused*
- *Employees feeling empowered...Management should have one on one with employees and understand what is holding them back*
- *Allow employees to have a voice*
- *Hire competent managers/supervisors and let them do their job*

Collective Team Results by Question

QUESTION #22: AN IMAGE OF THE FUTURE LAND BUY BACK PROGRAM

While the current organizational chart conveys how the organization operates, it is suggested that the team members identify an image that positively reflects upon the success that the team wants to be known for.

Collective Team Results by Question

QUESTION #23: WHAT SUSTAINS TEAM MEMBERS

Team Members value...

- Their own self-motivation
- Doing a good job
- Having interesting work
- Getting things done
- Work/Life balance
- Flexibility
- Making a Difference
- Knowing they are working with the Landowners and Native Americans

Sample Feedback from Team Members...

- *Making a difference for others, professional growth, and work-life balance*
- *The Landowners and the Native Americans*
- *Motivated internally to help tribes and Indian people*

Collective Team Results by Question

QUESTION #24: INDIVIDUAL AND COLLECTIVE TEAM LEARNING AND DEVELOPMENT OPPORTUNITIES

Team Members have a desire for...

- Participating in Diverse Training related experiences
- Supervisory Training
- Management and Leadership Development opportunities
- Training in Conflict Resolution, Healthy Workplaces, Communications, Listening Skills, Sustainable Teams, Influencing, Managing and Leading Change
- Technical Training

Sample Feedback from Team Members...

- *On-Site Group Training*
- *Team Building Opportunities*
- *Learning and development opportunities that allow us to communicate our vision and to listen to our colleague's opinions*
- *Rotational assignments*

Collective Team Results by Question

QUESTION #25: TEAM MEMBERS HOPE FOR THE APPRECIATIVE TEAM CLIMATE INQUIRY PROCESS

Team Members had an overarching interest in...

- Improving Team Morale
- Increasing Positivity
- Holding Staff Accountable
- Increasing Oversight of Management
- Leveraging of Team Strengths
- Shifting the Current and Future Team Mindsets, Behaviors and Ways of Relating
- Increased unity of Leadership, Management and all Team Members

Sample Feedback from Team Members...

- *Management changes that hold staff accountable and improved morale*
- *Increased oversight of management, organizational change, intensive strategies to build team morale*
- *Consistency with office structure and duties*
- *That team members strengths are leveraged*

Collective Team Summary Focus Areas

SIX CATEGORYS FOR KEY THEMES IDENTIFIED

- **LEADERSHIP**
- **LEADERSHIP/MANAGEMENT**
- **TEAM COMMUNICATIONS**
- **SUSTAINABILITY**
- **STAFFING AND SELECTION**
- **PERFORMANCE AND ACCOUNTABILITY**

RECOMMENDATIONS – LEADERSHIP

LEADERSHIP

- Trust, Transparency, Unity and Communication
- Collective “Team” Mission/ Vision, Purpose, Values, Guiding Principles and Symbol
- Organizational Structure
- Performance and Accountability
- Roles/Responsibilities
- Staffing and Selection
- Strategic Communication
- Succession Planning

Individual, Team, Manager; Program Management/Leadership Level

LEADERSHIP/MANAGEMENT

- Diversity and Inclusion
- Emotional Intelligence
- Engagement and Empowerment
- Influencing
- Leader/Manager/Individual Development
- Leadership Development and Learning
- Mindsets, Behaviors and Ways of Relating
- Team Communication
- Succession Planning
- Sustainability

Individual, Team, Manager; Program Management/Leadership Level

RECOMMENDATIONS – TEAM COMMUNICATIONS

TEAM COMMUNICATIONS

- Giving and Receiving Feedback
- Communicating Up/Across/Down
- Respecting Differences
- Understanding Working/Communication Styles
- Trust, Transparency, Unity and Communication

Individual, Team, Manager; Program Management/Leadership Level

RECOMMENDATIONS – SUSTAINABILITY

SUSTAINABILITY

- Increasing Total Health/Well-Being
- Managing Energy
- Reducing Stress
- Resiliency

Individual, Team, Manager; Program Management/Leadership Level

RECOMMENDATIONS – STAFFING AND SELECTIONS

STAFFING AND SELECTION

- Advertising and Communicating Position Opportunities
- Communicating Promotion and Advancement Opportunities
- Diversity and Inclusion
- Generations at Work
- Instituting Fair and Transparent Hiring and Selection Practices
- Onboarding
- Retention
- Sustainability
- Succession Building
- Turn-over

Individual, Team, Manager; Program Management/Leadership Level

PERFORMANCE AND ACCOUNTABILITY

- Giving and Receiving Feedback
- Individual Development Plans
- Joint Cross-Functional Organizational Goals/Targets
- Rewards and Recognition

Individual, Team, Manager; Program Management/Leadership Level

LBBP DIALOGUE TEAMS FOR FOCUS AREA RECOMMENDATIONS

TEAM #1 – Team Lead: “Katy”

- “Katy” Katherin Grounds – Tribal Relations Advisor (TRA) Manager
- Julius Snell – Senior Advisor – Tribal Relations
- Lynne Carpenter – Senior Advisor – Tribal Relations/Senior Program Analyst
- Joy Lin – Program Analyst
- Stephanie Henning – Program Analyst

TEAM #2 – Team Lead: Lorie

- Lorie Wagner – Data & Analysis Manager
- “GiGi” Genevieve Giaccardo – Senior Advisor – Tribal Relations
- Josh Edelstein – Senior Advisor – Tribal Relations
- Katherine Feiring – Admin Officer
- Elyas Abi-Antoun – Senior Financial Analyst

LBBP DIALOGUE TEAMS FOR FOCUS AREA RECOMMENDATIONS

TEAM #3 – Team Lead: Mike

- Mike Estes – Communication Manager
- Santee Lewis – Senior Advisor - Tribal Relations
- Dajuana Fisher – Admin Officer
- Aimee Munzi – Cooperative Agreement Specialist

Team #4 – Team Lead: Faride

- Faride Kraft – Financial Analyst Manager
- Heather Hofman – Senior Tribal Relations Advisor
- Treci Johnson – Public Affairs Specialist
- Devon Dignan – Admin Specialist
- Elyas Abi-Antoun – Senior Financial Analyst

LBBP DIALOGUE TEAMS FOR FOCUS AREA RECOMMENDATIONS

TEAM #5 – Team Lead: John B

- John Bezdek – Counselor to the Deputy Secretary
- John McClanahan – Land Buy-Back Program Manager
- James Ferguson – Land Buy-Back Deputy Program Manager

CONFIDENTIAL

**APPRECIATIVE TEAM CLIMATE INQUIRY
LEADERSHIP INITIATIVE**

**U.S. DEPARTMENT OF INTERIOR
LAND BUY-BACK PROGRAM FOR TRIBAL NATIONS**

DRAFT REPORT

AUGUST 2016

Prepared by: Annette Hurley, M.A., HRD; MCC; Facilitator, chiResolutions, LLC

TABLE OF CONTENTS

Appreciative Team Climate Inquiry Leadership Initiative

U.S. Department of Interior, Land Buy-Back Program for Tribal Nations

- I. Sponsor/Program Manager – Draft Report Review Statements – pg. 3
- II. Purpose & Task Order – pg. 3
- III. Intentional Goals and Objectives – pg. 4
- IV. Confidentiality and Status of this Report – pg. 5
- V. Background - The Land Buy-Back Program – pg. 6
- VI. Organization Leadership, Management & Structure – pg. 7
- VII. Process and Methodology – pg. 7
- VIII. Attitude Towards the Assessment – pg. 8
- IX. High-Level Summary Analysis of the Collective Team Key Themes – pg. 9
- X. Detailed Summary Analysis of the Collective Team Key Themes by Narrative Interview Questions – pg. 13
- XI. Next Steps/Recommendations – pg. 28
- XII. APPENDIX I – Timeline – p. 29
- XIII. APPENDIX II – Appreciative Team Climate Inquiry – Leadership Initiative – Narrative Interview Questions – pg. 31

I. SPONSOR/PROGRAM MANAGER DRAFT REPORT REVIEW STATEMENTS TO LAND BUY-BACK TEAM MEMBERS

Mr. John Bezdek, Counselor to the Deputy Secretary, Department of Interior and Mr. John McClanahan, the Land Buy-Back Program Manager were both invited to review this Draft Report and offer individual statements to the LBBP collective team members. During their review process they did not alternate nor delete any report contents.

Sponsor – Review Statement

Xxxxx

Xxxxx

Program Manager – Review Statements

Xxxxx

Xxxxx

II. PURPOSE & TASK ORDER

This Appreciative Team Climate Inquiry and interview process was requested by Mr. John Bezdek, Counselor to the Deputy Secretary, Department of Interior. Within the Deputy Secretary's Office, Mr. Bezdek is responsible for the Land Buy-Back Program and he's the direct supervisor of John McClanahan, the Land Buy-Back Program Manager. Mr. Bezdek is referred throughout this document as the Sponsor of this leadership initiative. Mr. McClanahan, Program Manager and his Deputy Program Managers are referred to as LBBP Leadership.

The Purpose

The purpose of this Appreciative Team Climate Inquiry was to interview all Land Buy-Back Program team members to inquiry how they felt they are regarded by the Land Buy-Back Program Leadership and Management as a member of a high-performing, customer-focused team, working in a high-stress environment. The results of the interviews garner what is working well and identify areas for improvement through the analysis of key themes and summary findings. Upon conclusion of the analysis and writing of the Draft Report, the results will be presented in a power-point briefing to all team members by the initiative Sponsor and external facilitator. All team members will have an opportunity to contribute to recommendations for moving forward.

The Task Order

In April 2016, Task Order #LLB-001-000 was issued under DOI's Indefinite Delivery/Indefinite Quantity Contract (#D16PD00487) for Workplace Conflict Management Services to chiResolutions, LLC, to perform work with all team members of the Land Buy-Back Program for Tribal Nations organization in

Appreciative Team Climate Inquiry Leadership Initiative, U.S. Department of Interior, Land Buy-Back Program for Tribal Nations, Draft Report, August 2016

Washington, DC as well as team members in the other offices including Denver, CO; Seattle, WA; Phoenix, AZ; and Albuquerque, NM.

The DOI Office of Collaborative Action and Dispute Resolution (CADR) oversees and assists with work performed under the Contract. The work the Land Buy-Back Program will be performed between April 15, 2016, and September 30, 2016.

The Task Order consists of:

- Communications with Key Stakeholders, John Bezdek, Counselor to the Deputy Secretary, and Land Buy-Back Program Manager, John McClanahan
- Design and development of Team Climate Survey tool
- Communicating Team Climate Survey initiative
- Drafting of internal communications by senior stakeholders to team members announcing the “Climate Survey” team initiative
- Scheduling of narrative interviews
- Conducting of narrative interviews
- Synthesis and summary analysis of key themes/findings
- Drafting of a written Report of key themes/findings
- Drafting of power-point briefing of key themes/findings to all team members
- Debriefing/facilitation of Team Climate Survey results to all team members in collaboration with Sponsor at off-site all hands retreat
- Design and development of recommendations/next steps power-point briefing
- Facilitation of recommendations/next steps briefing with key stakeholders
- Identify and convene recommendations/next steps LBBP Core Leadership Advisory Committee
- Drafting and submitting of Final Report to Sponsor

III. INTENTIONAL GOALS & OBJECTIVES

Goals

The goal of the, DOI, Land Buy-Back Program for Tribal Nations Appreciative Team Climate Inquiry and Narrative Interview process was five-fold:

- Identify how team members felt they are valued and regarded by leadership and management as a member of a high-performing, customer-focused team; working in a high-stress environment;
- Gain perspective and insights on the present and future challenges team members and leaders face in creating and sustaining team trust, motivation and energy;
- Identify and garner ideas and key themes that demonstrate areas of overall collective team, leadership and management strength as well as areas where strengthening could yield higher employee satisfaction, retention, collaboration, performance and enhanced productivity;
- Enhance ability and foster strengths, communication and creativity at the individual, leader, team and organizational development levels through focused dialogue; and

Appreciative Team Climate Inquiry Leadership Initiative, U.S. Department of Interior, Land Buy-Back Program for Tribal Nations, Draft Report, August 2016

- Foster and forward individual and collective leadership and team energy, trust, empowerment, engagement, resiliency, and ongoing commitment and sustainability of the team and program.

Objectives

The objectives of the DOI, Land Buy-Back Program for Tribal Nations Appreciative Team Climate Inquiry and Narrative Interview process were five-fold:

- Seek feedback (*e.g. perceptions, feelings and attitudes of team members*) through team member written feedback to “confidential” team climate questions reviewed only by the external facilitator;
- Seek feedback (*e.g. perceptions, feelings and attitudes of team members*) through dialogue generated during one-to-one “confidential” individual interviews with an external facilitator using answers to climate questions as a framework for the interview;
- Summarize and analyze individual data and feedback garnered collectively as a whole team. Anonymity was honored by masking the identity of individual team members;
- Demonstrate positive intent and trust by Sponsor by sharing collective team results from narrative interviews with leadership, management and all team members; and
- Demonstrate focused follow-up by empowering leadership and management to take meaningful action to the feedback garnered by collective team members and recommendations by external facilitator.

IV. CONFIDENTIALITY AND STATUS OF THIS REPORT

This Draft Report has been developed from information delivered to Annette Hurley, External Facilitator, chiResolutions, LLC during the conducting of Appreciative Team Climate Inquiry and Narrative Interviews. One hundred percent of the Land Buy-Back Program staff, totaling twenty-two team members, participated in the interviews.

The information shared in team members’ written answers to the narrative interview questions and the actual dialogue exchange in the narrative interview has been kept anonymous – meaning no names have been attributed to the feedback. Anonymous means that the themes are aggregated and included in the report without attribution. The external facilitator has been the only person who has seen the written responses and the notes provided and captured during this interview. All information received from participants is held as confidential and anonymous. Anonymity and confidentiality has been honored by not acknowledging any names associated with specific feedback in the collective team results. The data from the interviews has been compiled into high-level collective key themes and findings. Stories, quotes, suggestions and examples from interviews do not have names associated with them. While narrative questions are positive, strength-based inquiries, team members were encouraged by the Sponsor to freely talk about things they believe require fixing.

The information in this report has been reviewed by Mr. John Bezdek, Counselor to the Deputy Secretary, Department of Interior and Mr. John McClanahan, the Land Buy-Back Program Manager. During their review process they did not alter nor delete any report contents.

The information learned in the Appreciative Team Climate Assessment is shared without attribution in conversations with the Sponsor, Office Program Manager, the office staff, and the CADR POC. Confidentiality means that information and the report are not shared with anyone else outside the office (*except people internal to the contractor, with whom the author has confidentiality agreements*).

This inquiry was a qualitative climate assessment of the Land Buy-Back Program. The information presented in this report reflects the opinions, perceptions, and impressions of the employees interviewed as part of this inquiry. Please note: this effort was not a fact-finding investigation. This effort did not involve taking statements of witnesses; determining the credibility of interviewees or the veracity of responses to the interview questions; determining or assessing a person's intent or motive; or determining whether there has been any wrongdoing, misconduct, or ethical lapses. As with any climate assessment, the primary focus in conducting this inquiry was on improving the overall functioning and productivity of the organization and well-being of the employees. This report and the facilitator's recommendations should be used accordingly, and not in connection with any personnel action.

V. BACKGROUND - THE LAND BUY-BACK PROGRAM

In 2012, the Secretary of the Interior established the Land Buy-Back Program for Tribal Nations to implement the land consolidation aspects of the Cobell v Salazar Settlement Agreement. The Settlement was for a \$1.9 billion Trust Land Consolidation Fund to be expended within a 10-year period ending in November 2022. The Settlement makes the Consolidation Fund available to the U.S. Department of the Interior to acquire fractional interests in trust or restricted land from individuals who are willing to sell their interests for fair market value. As a result of this Settlement, in 2012 a formal Land Buy-Back Program team was assembled to manage this Program effort.

The principal goal of the Buy-Back Program is to reduce the number of fractional land interests through voluntary sales that place purchased interests into trust for tribes. These transfers consolidate trust land bases for conservation, stewardship, economic development, or other uses deemed beneficial by sovereign tribal nations. The Department has established two central priorities for the Buy-Back Program:

Individuals – Promoting awareness and education to facilitate informed landowner decision-making, and maximizing opportunities to participate; and

Tribes – Strengthening partnerships, respecting and upholding tribal sovereignty, and to the greatest extent possible, tailoring efforts to each location based on tribal involvement and priorities.

In line with these priorities, the Program works towards the following goals:

- Reduce fractionation by consolidating interests for tribes, ensuring that land stays in trust;
- Maximize tribal and landowner participation;
- Establish and maintain clear communication with tribes, landowners, and the public; and
- Effectively manage implementation costs.

Appreciative Team Climate Inquiry Leadership Initiative, U.S. Department of Interior, Land Buy-Back Program for Tribal Nations, Draft Report, August 2016

There are four phases of the program's land consolidation process – outreach, land research, valuation, and acquisition.

Outreach refers to the continuous process of communicating with landowners regarding the potential opportunity to sell their fractional interests. This phase involves addressing questions and concerns landowners may have regarding the sale or regarding issues that might arise as a consequence of the sale. Outreach also includes planning, sharing information, and consulting with tribal leaders;

Land Research includes the development of data related to mapping and land use, as well as any data necessary to establish fair market value for fractionated tracts;

Valuation is the process of appraising fractionated tracts to determine their fair market value; and

Acquisition is the process of making offers to landowners in an effort to acquire interests from those interested in selling.

www.doi.gov/buybackprogram

VI. ORGANIZATIONAL LEADERSHIP, MANAGEMENT & STRUCTURE

Mr. John Bezdek, Counselor to the Deputy Secretary, Department of Interior provides oversight to the Land Buy-Back Program and directly manages Mr. John McClanahan, who has served as Program Manager of this program since its formal inception five years ago. Mr. James Ferguson, has served as Deputy Program Manager over the past five years.

Over the past five years, while the office has experienced staff attrition, the office has also grown in size and scope requiring a new level of management and administration. Today, the Deputy Program Manager is responsible for oversight of all team Personnel, Tribal Relations Advising, Cooperative Agreements and Administration. In addition, the Deputy Program Manager provides oversight to the Deputy Program Manager of Operations in support of Tribal and Land Outreach and Financial Management. Today, twenty-two team members make up the organization, with another 10-15 team members anticipated to be hired in FY16/FY17.

VII. PROCESS AND METHODOLOGY

Annette Hurley, chiResolutions, LLC, external facilitator, conducted a “*confidential and anonymous*” appreciative team climate inquiry using a set of carefully crafted narrative interview questions that served as the framework for conducting one-to-one narrative interviews (*90 minutes in length*). All members of the Land Buy-Back Program for Tribal Nations, including all twenty-two leaders and team members participated to gain their perspective on the present and future focus of the leadership and management of the team and the program. In addition, team members had an opportunity to share ideas, perceptions and themes on what they perceived as needs to strengthen and how that might be accomplished.

Appreciative Team Climate Inquiry Leadership Initiative, U.S. Department of Interior, Land Buy-Back Program for Tribal Nations, Draft Report, August 2016

The focus of an appreciative team climate inquiry approach is to identify and appreciate the best of “what is”; envision what might be; and encourage dialogue of what should be.

Appreciate: 1. To value; recognize the best in people; affirm past and present strengths, successes, and potentials; to perceive those things that give life to organizational systems. 2. To increase in value (*e.g., esteem, honor*).

Inquire: 1. To explore and discover. 2. To ask questions; to be open to seeing new potentials and possibilities (*e.g., discover, search, systematically explore, and study*).

The narrative interviews focused on peak times or high point experiences of organizational excellence – when team members experienced the organization as most alive and effective. In addition, the narrative interviews sought to understand the unique factors of the leadership and management of the team and program that made the high points possible (*e.g., leadership, relationships, communications, core processes, structures, values, learning processes, customer/stakeholder relationships, and planning methods*). The feedback will hopefully lead to outcomes that may fuel future team leadership, management, plans and processes.

Report Summary and Collective Team Feedback: To demonstrate positive intent and trust, the Sponsor, Mr. John Bezdek and chiResolutions, external Facilitator, Annette Hurley will share collective team key themes/findings from narrative interviews with leadership, management and all team members. It is anticipated that the collective team key themes and findings will be presented to all staff members during a one-day off-site retreat. The final goal of this initiative is to demonstrate focused follow-up by empowering leadership and management to take meaningful action with regard to the feedback garnered by collective team members. In addition, draft recommendations by the external facilitator and key sponsor will be refined and acted upon by the collective team.

VIII. ATTITUDES TOWARDS THE APPRECIATIVE TEAM CLIMATE INQUIRY PROCESS

Scheduling of Climate Survey Narrative Interviews

In late May 2016, the Sponsor of this initiative, John Bezdek communicated to all staff members announcing the Appreciative Team Climate Inquiry and Leadership Initiative. Annette Hurley, chiResolutions external facilitator, coordinated with leadership and individual team members to schedule and confirm timeframes for conducting one-to-one interviews. The team members were open and responsive to scheduling the interviews.

The Narrative Interviews

Annette Hurley, chiResolutions external facilitator, conducted 22 “*confidential and anonymous*” appreciative team climate inquiry interviews using a set of carefully crafted narrative interview questions that served as the framework for conducting the one-to-one narrative interviews (*90 minutes in length*). More than 30 hours were invested in conducting individual interviews. All members of the Land Buy-Back Program for Tribal Nations, including all twenty-two leaders and team members participated.

Appreciative Team Climate Inquiry Leadership Initiative, U.S. Department of Interior, Land Buy-Back Program for Tribal Nations, Draft Report, August 2016

(b) (5), (b) (3) (B), it was encouraging to note that one hundred percent of team members participated in the one-on-one interview process by reviewing and reflecting in advance the narrative interview questions. Team members shared perceptions, feelings and attitudes of the team's climate through dialogue using answers to climate questions as a framework for the interview. Approximately sixty-percent of the team members provided written input to the narrative interview questions and shared and expanded their thoughts during the actual interviews.

In addition to the narrative interviews, team members had an opportunity to share their ideas, perceptions and themes on what needs to strengthen within the office and how that might be accomplished. While narrative questions are positive, strength-based inquiries, team members were encouraged by the Sponsor to freely talk about things they believe require fixing.

Eighteen of the twenty-two interviews were held in person, in a private, confidential, safe space in Conference Rooms at the DOI's Main Interior Building (1849 C Street, NW, Washington, DC). Four interviews were held telephonically to connect with Land Buy-Back Program team members located in other offices including: Denver, CO, Seattle, WA, Phoenix, AZ and Albuquerque, NM. In addition, at least one team member working outside of DC met in person with the external facilitator at the DOI – 1849 C Street, NW when they were traveling to DC to build rapport prior to the interview.

The key to the success of the interview process was the confidential and anonymous commitment to the process, as well as the private, confidential, safe space for meeting with the external facilitator.

All team members thanked the external facilitator for the opportunity to participate in the process and felt they had created value for themselves by participating. They commented that they are looking forward to receiving the collective team summary analysis of key themes and findings in person with all team members.

IX. HIGH-LEVEL SUMMARY OF THE KEY THEMES/FINDINGS

Over the past five years, the Land Buy-Back Program has experienced mission success beyond the Program's expectations. During the Appreciative Narrative Interview process, twenty-two Land Buy-Back Program team members spoke of the pride they had in individually and collectively contributing to the LBBP mission, to empower Tribal Nations and build stronger trust relationships through education and unification. Individually and collectively, team members spoke of the passion and commitment they felt as a result of opportunities they have had to build trust and transparency while giving back to Tribes and Landowners.

(b) (5), (b) (3) (B)

(b) (5), (b) (3) (B)

Management and Leadership Mindsets

Leadership and management mindsets are two sides of the same organizational coin. In the book, Leadership Conversations, Challenging High-Potential Managers to Become Great Leaders, Alan S. Berson and Richard G. Stieglitz speak of the Management – Leadership Mindsets as a continuum. The management mindset focuses on getting things done through others, the leadership mindset considers future possibilities for the organization and its stakeholders. With the leadership mindset, the conversations focus on the future and how people will grow. Combining both mindsets in appropriate ways and at appropriate times may produce win-win results for the LBBP mission as well as the LBBP collective team.

Management Mindset

Tightly Knit Team
Transactional Relationships
Leveraging Resources
Investing in Technology
Objectives and Tactics
Problem Oriented
Clearly Defined Boundaries
Executing the Agreed-on Plan
Using Resources Effectively
Making the Numbers

Leadership Mindset

Large Stakeholder Group
Trusted Relationships
Leveraging People
Investing in Developing People
Global Vision and Strategy
Opportunity Driven
Unlimited Possibilities
Introducing New Actions
Creating Additional Resources
Focusing on the People

The challenge to creating a high-achieving organization is to find the optimum balance on the management-leadership continuum. It is not enough to just hire the right people – those with strong values, great potential, and high competence – and develop them as individuals. You also have to help them work together. Leaders must be decisive with solid judgment, stimulate innovation and ask great questions that create alignment. And leaders and managers must take action, develop vision, allocate resources, and measure performance, all while drawing followers into unified action. Leaders and managers today need to consciously know when and how to shift from one mindset to the other to produce results while empowering and engaging the collective team.

Leadership and management development is crucial to the LBBP's next phase of development and evolution. The organization can benefit from generating leadership conversations focused on building team relationships, with opportunities to master emotional intelligence, connect with followers to align

team vision, purpose, and goals, and foster a culture of transparency and honesty. Emphasis will need to be at the individual, manager, and leader levels.

High-Level Key Themes/Findings

Several key findings/themes were consistently identified during the narrative interview inquiry process with Land Buy-Back Program team members. These leadership focus areas are recommended as a way to assist in promoting new dialogue among the Sponsor, Program Manager, Deputy Program Manager, Deputy Program Manager of Operations, Managers/Supervisors and all team members.

Below, you will find the key themes/findings grouped in high-level categories that, if focused upon, may produce meaningful change for all team members. These key themes/findings are grouped in priority order of importance based on the facilitator's perception. The bullet lists under each Level are alphabetized and in no particular order of importance. It is envisioned that these key themes/findings will be explored in-depth by leadership, management and all team members. It is envisioned that the collective team during the off-site retreat will have an opportunity to develop specific recommendations for each category and area through focused brainstorming, dialogue and action learning activities.

In the next section that follows, the summary of results of Key Themes and Findings identified will be high-lighted in detail including the summary overview of the question responses and a sampling of feedback statement from team members for each narrative question.

Leadership

- Collective Team Mission, Vision, Purpose, Values, Guiding Principles and Symbol
- Diversity and Inclusion
- Organizational Structure
- Performance and Accountability
- Roles/Responsibilities
- Staffing and Selection
- Strategic Communication
- Succession Planning
- Trust, Transparency, Unity and Communication

Leadership/Management

- Diversity and Inclusion
- Emotional Intelligence
- Engagement and Empowerment

- Influencing
- Leader/Manager/Individual Development
- Leadership Development and Learning
- Mindsets, Behaviors and Ways of Relating
- Team Communication
- Succession Building
- Sustainability
- Influencing

Team Communications

- Giving and Receiving Feedback
- Communicating Up/Across/Down
- Respecting Differences
- Understanding Working/Communication Styles

Sustainability

- Increasing Total Health/Wellbeing
- Managing Energy
- Reducing Stress
- Resiliency

Staffing and Selection

- Advertising and Communicating Position Opportunities
- Communicating Promotion and Advancement Opportunities
- Diversity and Inclusion
- Generations at Work
- Instituting Fair and Transparent Hiring and Selection Practices
- Onboarding
- Retention
- Sustainability
- Succession Building
- Turn-over

Performance and Accountability

- Giving and Receiving Feedback
- Individual Development Plans
- Joint Cross-Functional Organizational Goals/Targets
- Rewards and Recognition

IX. DETAILED SUMMARY OF RESULTS - KEY THEMES/FINDINGS

Summary of Results – Key Themes/Findings Overview

The pages that follow, represent the Summary of Results of Key Themes and Findings identified for each of the twenty-five Narrative Interview Questions team members responded to. Each question is highlighted first, in a summary overview of the question responses, followed by a Sample Feedback Statement from Team Members for each Narrative Question. This will afford an opportunity to see the diversity in feedback as well as level of intensity of specific responses. The actual Narrative Interview Questions can be found in Appendix II at the end of this report.

Question #1: Opportunity to Build a Program

(b) (5), (b) (3) (B)

Sample Feedback from Team Members

(b) (5), (b) (3) (B)

Question #2: Founding Stories, Turning Points and Proudest Achievements

(b) (5), (b) (3) (B)

Sample Feedback from Team Members

(b) (5), (b) (3) (B)

(b) (5), (b) (3) (B)

Question #3: Memorable High-Point Experiences

(b) (5), (b) (3) (B)

Sample Feedback from Team Members

(b) (5), (b) (3) (B)

Question #4: Mission & Vision

(b) (5), (b) (3) (B)

(b) (5), (b) (3) (B)

Sample Feedback from Team Members

(b) (5), (b) (3) (B)

Question #5: Core Values

(b) (5), (b) (3) (B)

Sample Feedback from Team Members

(b) (5), (b) (3) (B)

Question #6: Organizational Core Factors

When Team is at its Best

Appreciative Team Climate Inquiry Leadership Initiative, U.S. Department of Interior, Land Buy-Back Program for Tribal Nations, Draft Report, August 2016

(b) (5), (b) (3) (B)

Sample Feedback from Team Members

(b) (5), (b) (3) (B)

Question #7: What's Changing in Land Buy-Back Program's Organizational Culture

What's Changing

(b) (5), (b) (3) (B)

Sample Feedback from Team Members

(b) (5), (b) (3) (B)

Question #7: The Greatest Pain

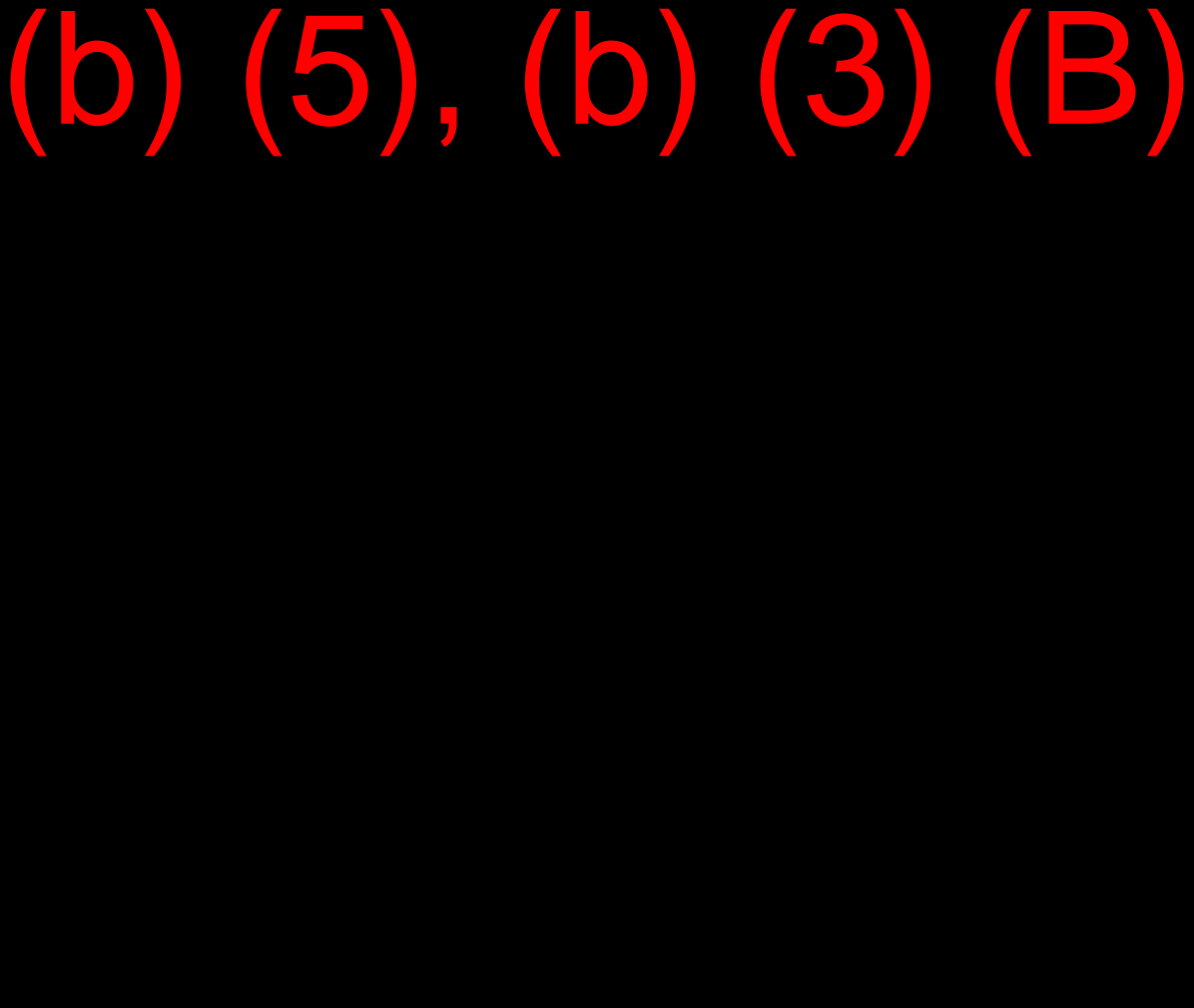
(b) (5), (b) (3) (B)

(b) (5), (b) (3) (B)

Sample Feedback from Team Members

(b) (5), (b) (3) (B)

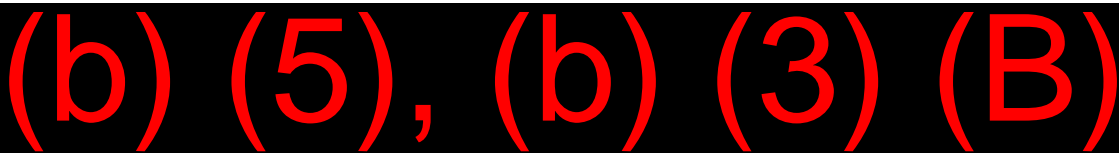
(b) (5), (b) (3) (B)



Question #8: Land Buy-Back Program Leadership and/Management

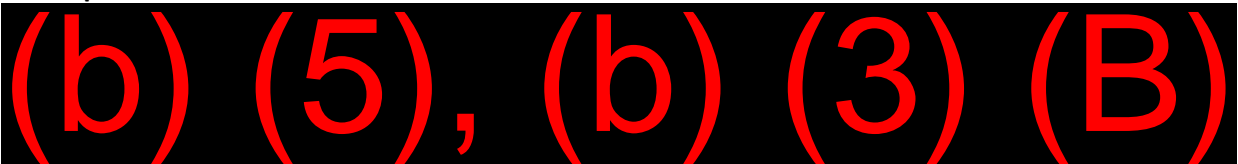
Practices at their Best

(b) (5), (b) (3) (B)



Sample Feedback from Team Members

(b) (5), (b) (3) (B)



Question #8: What Team Members Need More of from Leadership/Management

Appreciative Team Climate Inquiry Leadership Initiative, U.S. Department of Interior, Land Buy-Back Program for Tribal Nations, Draft Report, August 2016

(b) (5), (b) (3) (B)

Sample Feedback from Team Members

(b) (5), (b) (3) (B)

Question #9: Challenges Team Members Face

(b) (5), (b) (3) (B)

Sample Feedback from Team Members

(b) (5), (b) (3) (B)

(b) (5), (b) (3) (B)

Question #10: Developing Leaders/Managers/Team Members

(b) (5), (b) (3) (B)

Sample Feedback from Team Members

(b) (5), (b) (3) (B)

Question #11: Empowering and Engaging People at Their Best

(b) (5), (b) (3) (B)

Sample Feedback from Team Members

(b) (5), (b) (3) (B)

Question #12: Qualities Perceived as Most Valued

(b) (5), (b) (3) (B)

(b) (5), (b) (3) (B)

Sample Feedback from Team Members

(b) (5), (b) (3) (B)

Question #13: Team Communication

(b) (5), (b) (3) (B)

Sample Feedback from Team Members

(b) (5), (b) (3) (B)

Question #14: How I am Regarded by Leadership/Management

(b) (5), (b) (3) (B)

Sample Feedback from Team Members

(b) (5), (b) (3) (B)

(b) (5), (b) (3) (B)

Question #15: Embracing Diversity and Inclusion

(b) (5), (b) (3) (B)

Sample Feedback from Team Members

(b) (5), (b) (3) (B)

Question #16: What Makes Work Exciting, Interesting, Invigorating, Motivating and Productive?

(b) (5), (b) (3) (B)

Sample Feedback from Team Members

(b) (5), (b) (3) (B)

Question #16: What Creates Stress for Team Members

(b) (5), (b) (3) (B)

(b) (5), (b) (3) (B)

Sample Feedback from Team Members

(b) (5), (b) (3) (B)

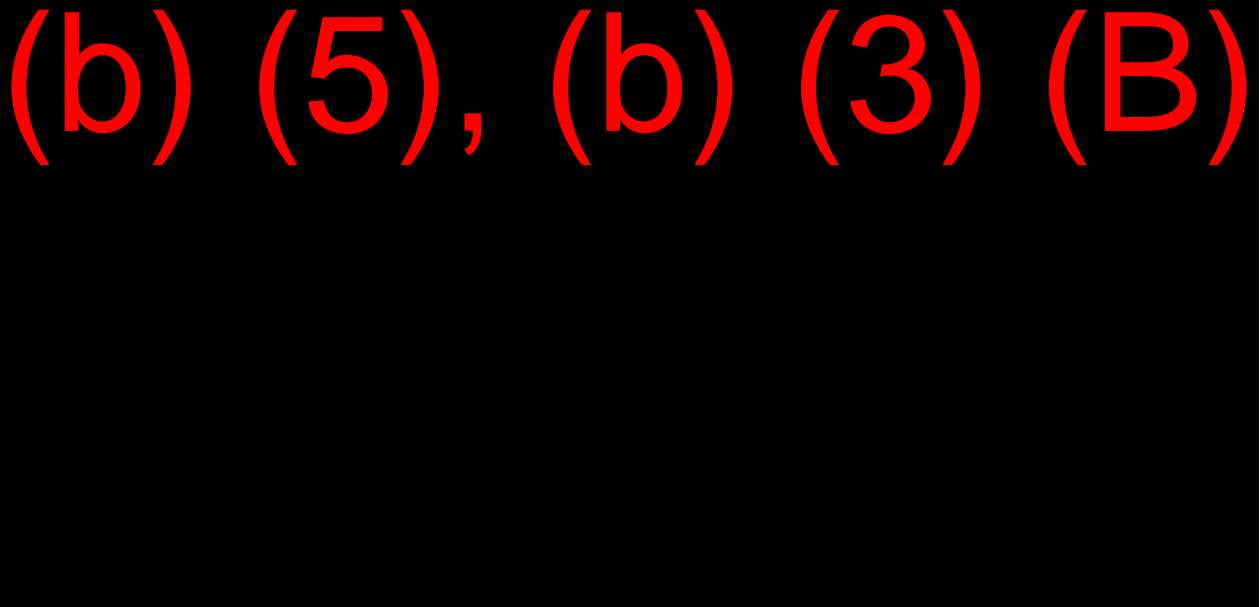
Question #17: Greatest Sense of Need for the Land Buy-Back Program and Team

(b) (5), (b) (3) (B)

Sample Feedback from Team Members

(b) (5), (b) (3) (B)

(b) (5), (b) (3) (B)

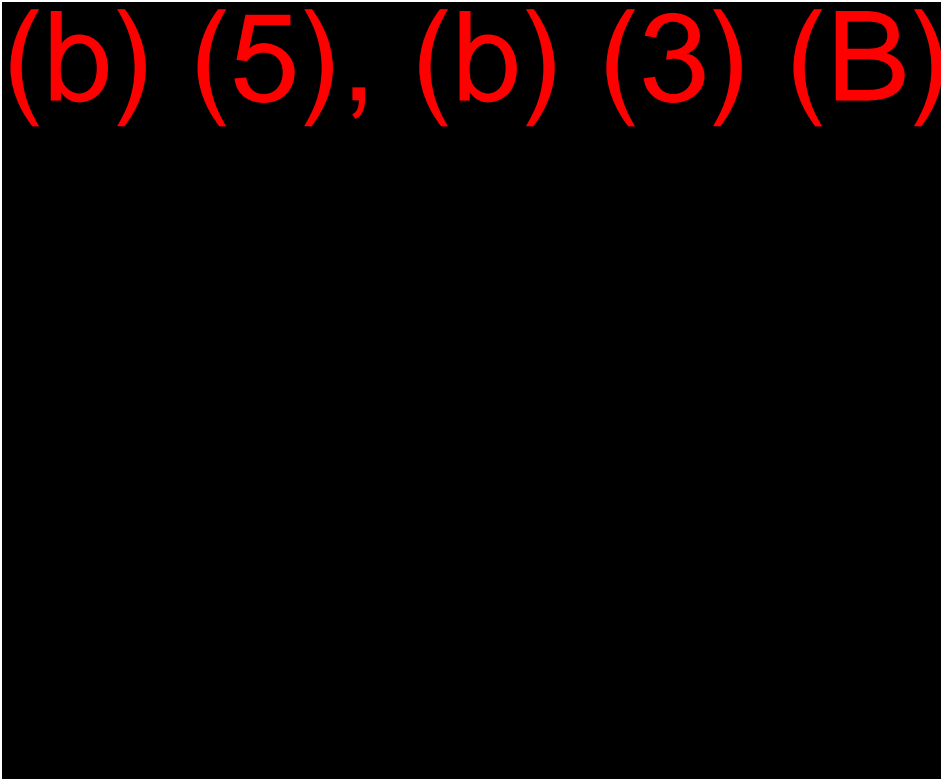


Question 18: Team Members Suggestions to Effectuate Positive Change

Team members shared the following suggestions to effect positive change moving forward in the organization:

Sample Feedback from Team Members

(b) (5), (b) (3) (B)



Question #19: The Organization Five Years From Now

(b) (5), (b) (3) (B)



processes and procedures, the organization will operate proactively vs. reactively, team members will be collaborating cross-functionally, and that the program will be extended.

Sample Feedback from Team Members

(b) (5), (b) (3) (B)

Question #20: The Program Will Be Known For

(b) (5), (b) (3) (B)

Sample Feedback from Team Members

(b) (5), (b) (3) (B)

Question #21: The Top Challenges to Achieving an Ideal Culture

(b) (5), (b) (3) (B)

Sample Feedback from Team Members

(b) (5), (b) (3) (B)

(b) (5), (b) (3) (B)

Question #22: An Image of the Future Land Buy Back Program

(b) (5), (b) (3) (B)

Sample Feedback from Team Members

(b) (5), (b) (3) (B)

Question #23: What Sustains Team Members

(b) (5), (b) (3) (B)

Sample Feedback from Team Members

(b) (5), (b) (3) (B)

Question #24: Individual and Collective Team Learning and Development Opportunities

(b) (5), (b) (3) (B)

Sample Feedback from Team Members

(b) (5), (b) (3) (B)

(b) (5), (b) (3) (B)

Question #25: Team Members Hope for the Appreciative Team Climate Inquiry Process

(b) (5), (b) (3) (B)

Sample Feedback from Team Members

(b) (5), (b) (3) (B)

X. NEXT STEPS/RECOMMENDATIONS

As a result of having identified how team members feel they are valued and regarded by leadership and management as a member of a high-performing, customer-focused environment, it is recommended that several next steps take place.

Communications of Draft Report

- Sponsor meets with Program Manager
- Sponsor meets with Deputy Program Manager and Deputy Program Manager of Operations
- Sponsor demonstrate focused follow up by empowering Leadership to take meaningful action to the feedback garnered by collective team members and recommendations by external facilitator

Collective Team Off-Site Retreat

- Sponsor and external facilitator and LBBP Leadership design and plan Collective Team Off-Site Retreat agenda with input from Leadership to debrief key themes/findings identified in the narrative interviews
- Sponsor and external facilitator design power-point presentation to deliver collective team results of the Appreciative Team Climate Inquiry process
- Sponsor seeks collective team member input and ideas for recommendations for moving forward through focused action learning and recommendation generation during off-site

Land Buy-Back Core Leadership Advisory Committee

- Sponsor forms a Land Buy-Back Program Core Leadership Advisory Committee to assist with forwarding next steps/recommendations.

Focused, Ongoing Follow-Up – Leadership, Management and Team Development

(b) (5), (b) (3) (B)

APPENDIX I - TIMELINE

The timeline of the Appreciative Team Climate Inquiry Leadership Initiative for all team members of the U.S. Department of Labor, Land Buy-Back Program for Tribal Nations is highlighted below.

- **May 23, 2016 – Formal Kick-Off of Appreciative Team Climate Inquiry & Narrative Interview Process to Team Members**
 - John Bezdek, “Sponsor” and Counselor to the Deputy Secretary
 - Annette Hurley, chiResolutions, External Facilitator
- **May – June 2016**
 - Scheduling of one-to-one Narrative Interviews with team members and facilitator
 - Completing of Appreciative Team Climate Written Inquiries in preparation for one-to-one narrative interviews
 - Conducting of one-to-one in-person Appreciative Team Climate Inquiry & Narrative Interview Process with all team members based in Washington, DC with Annette Hurley, Facilitator
 - Conducting one-to-one Telephonic Narrative Interviews with team members based in Offices in Denver, CO; Phoenix, AZ; and Albuquerque, NM.
- **July 2016**
 - Conducting of one-to-one in-person Appreciative Team Climate Inquiry & Narrative Interview Process with all team members based in Washington, DC with Annette Hurley, Facilitator
 - Analysis and summary of Collective Team Member Key Findings (*Ideas/Themes/Recommendations*)
 - Writing of Draft Report
- **August 2016**
 - Presentation of Draft Report to Program Manager, John McClanahan Land Buy-Back Program for Tribal Nations
 - Presentation of Draft Report to Sponsor, John Bezdek, Counselor to the Deputy Secretary, Department of Interior
 - Presentation of Draft Report by Sponsor/External Facilitator to Land Buy-Back Program Manager and Deputy Program Managers
 - Strategize/Plan for Next Steps/Recommendations
- **September 2016**
 - Formal Presentation of Collective Team Results and Summary Analysis – all team members participating in the Appreciative Team Climate Inquiry & Narrative Interview Process
 - 1 day off-site (September – date TBD)

- Action Learning and Planning Process – All team members, including leaders and managers will discuss the results, and build upon recommendations
- Identify members of the LBBP Core Leadership Advisory Committee
- Presentation of Next Steps/Recommendations
 - Draft power-point presentations high-lightening collective team recommendations
- Submission of Final Report & Recommendations to Sponsor/CADR POC

APPENDIX II – NARRATIVE INTERVIEW QUESTIONS

U.S. DEPARTMENT OF INTERIOR LAND BUY-BACK PROGRAM FOR TRIBAL NATIONS

APPRECIATIVE TEAM CLIMATE INQUIRY LEADERSHIP INITIATIVE

NARRATIVE INTERVIEW QUESTIONS

Narrative Interview Time/Date: _____

“Be the Change You Want to See in the World.” – Gandhi

SPONSOR:

John Bezdek, Counselor to the Deputy Secretary, (202) 208-5359/1442, john_bezdek@ios.doi.gov

The Appreciative Team Climate Narrative Interview Questions below are intended to provoke thoughtful reflection in preparation for your one-to-one interview with Annette Hurley, chiResolutions, External Facilitator. On the following pages, you will find a set of questions that invite you to reflect on and look with an appreciative eye to the team climate inquiries. The questions are offered to engage you in your best thinking as a team member of the Land Buy-Back Program for Tribal Nations.

1. What most attracted you to your present work with the Land Buy-Back Program?

2. In describing (*e.g. to your Stakeholders, Customers, the Office of the Secretary*) the Land Buy-Back Program team’s identity, purpose, pride, wisdom, and tradition, can you share an example of a founding story, turning point, proudest achievement, best practice, empowering tradition, intergenerational wisdom, legacies, and/or amazing moment for you as a member of this team.

3. As you think about your years/months of work, here at the Land Buy-Back Program, you will likely recall ups and downs, high points and low points. For the moment, reflect on a high-point experience, a time that is memorable and stands out, a time when you felt most engaged, empowered, challenged, effective as part of this program's initiative. Please share the story of your experience. What happened? What were your feelings and insights about being a member of your team?

4. In your mind, what is the common mission, vision, and purpose that unities everyone in your organization? How is this communicated and nurtured?

5. What are the top three values your organization lives by? (*e.g., accomplishment, achievement, action, authenticity, commitment, connection, contribution, creativity, dedication, empowerment, engagement, excellence, influence, integrity, leadership, learning, personal growth, resilience, risk-taking, thinking, trust, and vitality*)

6. What are the core factors that give life to your organization – when it is at its best, without which the organization would cease to exist? (*e.g. achievements and rewards, strategic opportunities, lived values, vital traditions, team strengths, collective spirit, embedded knowledge, positive emotions, mission, vision, alliances and partnerships, core competencies, leadership capabilities, relational resources, customers/stakeholders, best practices, elevated thoughts, leadership and management capabilities, strengths, collaboration, and capacity*) By having these core factor(s), what personal difference would/does it make for you as a member of the team?

7. What is changing in your organization's culture? Where is the greatest pain? (*e.g., What does it look like, sound like?*)

8. Share a story about a time when you experienced your DOI Land Buy-Back Program Leadership and/or Management Practices at their best? What do you need more of from your leadership/manager, if anything?

9. What are the challenges your leaders face? What specific challenges do you face as a member of the team? *(e.g. information overload; turnover; onboarding of new employees; new technologies; diversity and inclusion; different values and expectations of new generations entering the workplace)*

10. How are leaders/managers/new employees developed in your organization? *(e.g. on the job experiences, action learning, assessment and feedback, training, coaching, mentoring)* What do you think your organization should be doing more of in terms of developing leaders/managers/new employees?

11. What does the organization do best when it comes to empowering and engaging people? *(e.g. Caring Connections, Fostering Team Play, Collaboration, Mentoring & Developing; Interpersonal Communications)* What is it about your organization/team that creates conditions where "X" can flourish?

12. What individual qualities *(think in terms of gifts, mindset, skills/behaviors, competencies, ways of relating)* do you bring to the Land Buy Back organization? What qualities do you perceive are most valued in the Land Buy Back organization?

13. What does your organization do to heighten a sense of understanding, alignment or attunement among its team members? In what ways does your team communicate and how frequently *(e.g. regular staff meetings; one to one conversation; team dialogue; all hands meetings)*

14. How do you feel you are regarded (e.g. treated and valued) by the Land Buy-Back Program Leadership and Management?
15. What does your organization do well to embrace diversity and inclusion among team members? What might your organization start doing differently to embrace diversity and inclusion?
16. Your organization has been described as a high-performing, customer-focused team, working in a high-stressed environment. When your organization is at its best (*e.g., high-performing, customer-focused*) what makes work exciting, interesting, invigorating, motivating and productive? What creates stress for you in your work environment? (*e.g. what are the things that sap your energy that you most want to remove?*)
17. What do you feel is the greatest sense of need in your organization/team? (*e.g. what needs to change – what does your organization/team want/need more of?*)
18. If you ran the Land Buy-Back Program, what one thing within your control would you do to effectuate positive change in the day-to-day operation of the Program?
19. Operating at its best, from its strengths, where do you envision your organization five years from now? How can you/and or your team contribute to its success?

20. What would you like the Land Buy-Back Program to be known for, and what are your ideas for how to achieve that?
21. What are the top three challenges to achieving an ideal culture in the office? What recommendations would you make to overcome each challenge?
22. What image (*e.g. visual, symbol*) comes to mind that best describes your organization today and your image of it in the future?
23. What specifically keeps you motivated, engaged, empowered and sustains you as a member of the Land Buy-Back Program team? (*e.g., what gives you a sense of hope, excitement, inspiration, caring, joy, camaraderie, sense of urgent purpose*)
24. What learning and development opportunities might best support you as a member of the team? What kind of learning opportunities would be helpful for the collective team?
25. What do you hope comes out of this collective Appreciative Team Climate Inquiry and Narrative Interview Process?