

**Nominee: Marcia W. Pelberg, Director, Leadership & Cross-Functional Programs, Internal Revenue Service**

**Nominator: Dr. Susan H. Clayton, Leadership Succession Planning, IRS**

**Why is this person a great federal leader?**

Marcia Pelberg is a great leader because she creates an environment that supports her staff to be successful and to deliver top quality results. Not only is she extremely competent, Marcia is a model of collaboration, willingness to experiment and push new ideas, break down silos and integrate diverse areas. Marcia demonstrates values-driven leadership, ensuring fairness, equitable treatment and a climate of respect and integrity. She makes a genuine effort to get to know her people and for them to get to know her. Marcia always looks for ways to provide development and advancement for her staff. She is not only an advocate for her staff — we know she "has our back." She focuses on results and clearly communicates concrete goals and expectations. In addition, she is flexible and fun!

**Give at least one specific example of a time this person has shown their exceptional leadership abilities.**

The Commissioner's Workforce of Tomorrow initiative resulted in a significant number of new and unprecedented programs for Marcia to develop, implement and manage. There was significant resistance within the service to many of these programs. Marcia applied best practices of change management with both her staff and her customers to market and build support for these programs. The outcome has been a "Best in Federal Government" leadership succession planning process, a robust coaching initiative and the establishment of Geographic Leadership Communities (GLC) in over 35 locations. The GLCs help develop emerging leaders, increase the sense of community and are challenged to take action to engage the workforce.

Additionally, her staff worked collaboratively with a business unit to develop and implement an Accelerated Leadership Program (ALP). The ALP greatly expedites the advancement of highly qualified aspiring managers and provides a method to address the large number of projected managerial retirements.

In the beginning, all of these programs looked impossible to accomplish, yet under Marcia's leadership all have been implemented and are considered extremely successful. Marcia's flexible and compassionate leadership has on many occasions enabled her staff to continue working and be effective under extremely trying family and personal issues. Thus, her staff is always willing to go "the extra mile."

**What qualities do you look for in a great leader?**

Integrity, sense of honor and duty, honesty, commitment, compassion, competence, energy and focus, high level of emotional intelligence, openness to new ideas, willing to listen to her people when they push back. Broad sense of purpose around alignment of vision, goals, and values. Makes decisions inclusively. Not only does Marcia embody all these qualities, she strives to "Lead from the Heart."