



The Center Connection

October 27, 2011 • Washington, DC



Inside Government Leadership

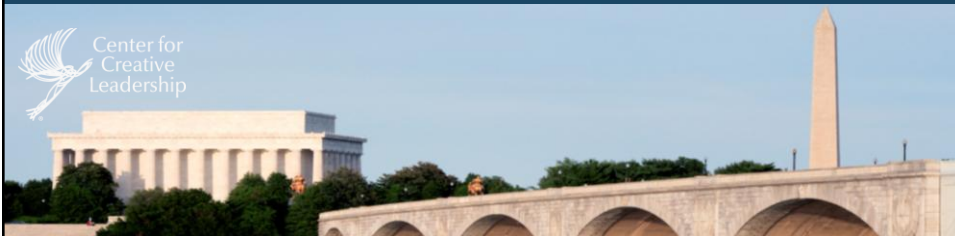
Learning the Lessons of Leadership



Clemson Turregano
Bill Adams

We are in a new world, using old tools.

-Thomas Friedman, *The World is Flat*



We live in a VUCA World:

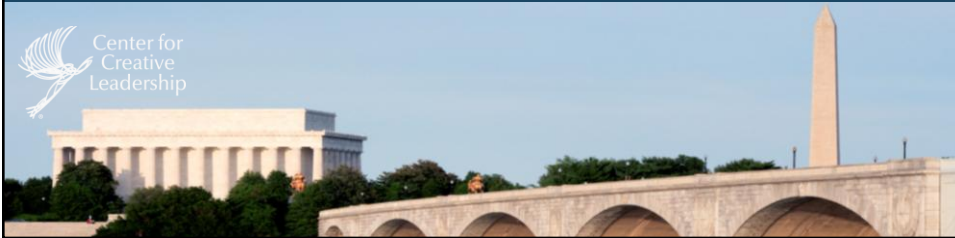
Volatile

Uncertain

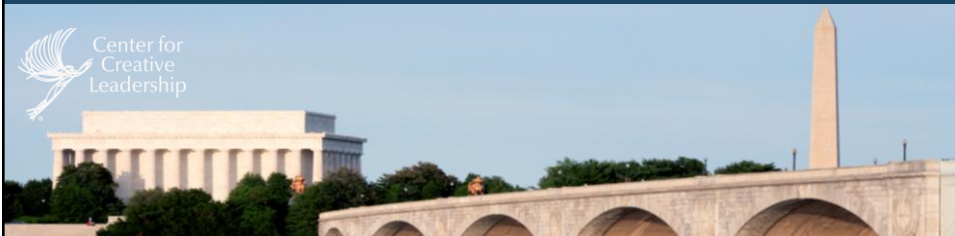
Complex

Ambiguous

-USAWC, 1999; Bob Johansen, *Leaders Make the Future*



Volatility:
Rate of Change



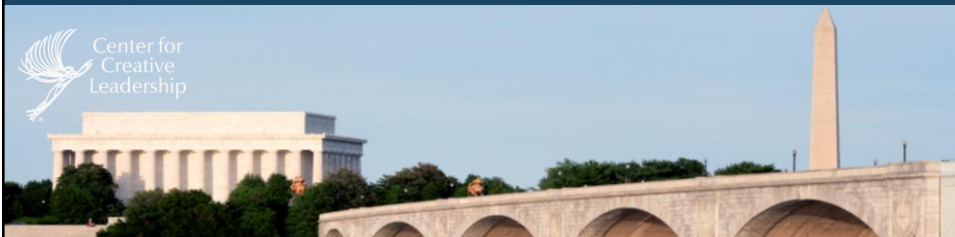
I have 535 members on my Board of Directors.

-SES, DoD



Uncertainty:

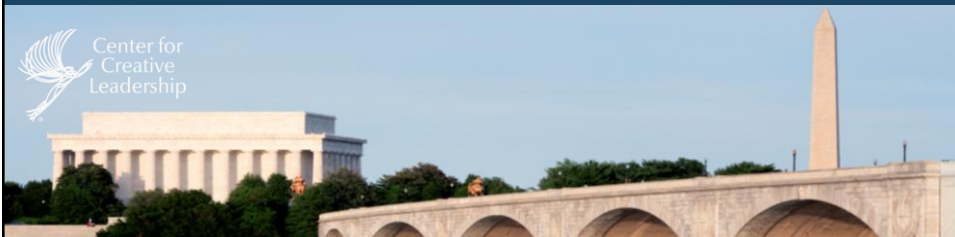
Unclear about present and future outcomes



And those members change every two, four
and six years.



Complexity:
Multiplicity of Key Decision Factors

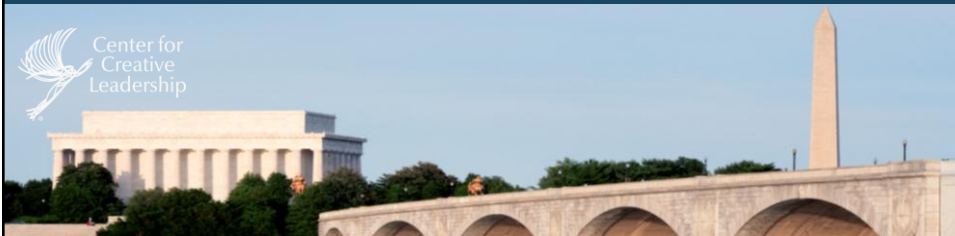


91% of 205 Senior Leaders
believe the challenges they face are more
complex than 5 years ago.

-CCL Studies 2009



Ambiguous:
Lack of Clarity about meaning



The top 10 Organizations where College Seniors would like to work

2007	2011
Google	Google
Walt Disney	Ernst and Young
Apple Computer	PriceWaterhouseCoopers
State Department	DeLoitte
Peace Corps	Walt Disney
CIA	KPMG
PriceWaterhouseCoopers	J.P. Morgan
Microsoft	Apple Computer
FBI	Goldman Sachs
Teach for America	Nike

-Universum/Government Executive

We live in a VUCA World,
and it will just get worse.

The VUCA World will have both danger
and opportunity.

Leaders must learn new skills in order to
make a better future.

-Bob Johansen, *Leaders Make the Future*

Did You Know?

The Challenges Facing Government



Top business challenges facing government today:

1. Financial Pressures
2. Constantly changing management team

Source: Bersin Factbook 2009

Top talent challenges facing government today:

1. Impending retirement of key workers
(Tsunami/Generation Shift)
2. Gaps in leadership pipeline

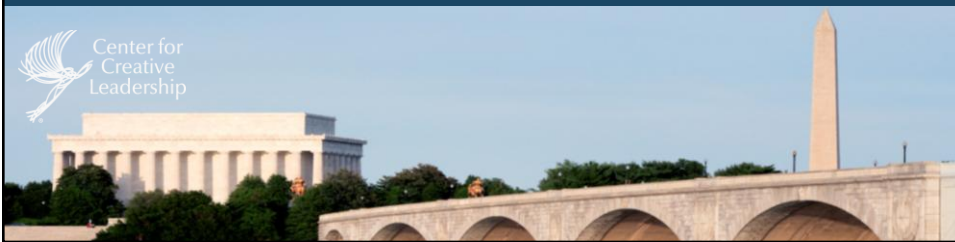
Source: Bersin : Learning and development in the Public Sector 2011

Top challenges facing government today:

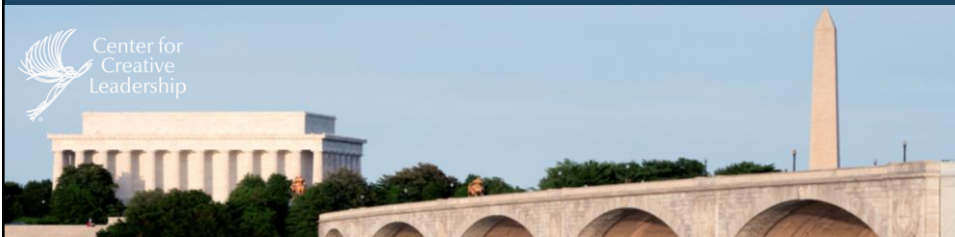
1. Budget Cuts
2. Aging Workforce and Pending Retirements
3. Low Retention of Recent Hires
4. Federal Mandates and Shifting Political
Climates

Source: Bersin : Learning and Development in the Public Sector 2011

Leadership in Government



- 360 Benchmarks Data
- >16,000 Government Managers



We asked the 16, 000 raters:

- Rank the 15 Leadership Competencies based upon their **importance for success**
- Rank the participant on their **effectiveness** using the 15 competencies

Government Leader Strengths

- Putting people at ease
- Respecting Differences
- Quick Learners
- Resourcefulness
- Getting it done

Government Agencies Importance for Success Rankings

Benchmarks Competencies	Importance for Success	Rankings for Effectiveness
Leading Employees	1	
Resourcefulness	2	
Straightforwardness and Composure	3	
Building and Mending Relationships	4	
Participative Management	5	
Decisiveness	6	
Change Management	7	
Doing Whatever it Takes	8	
Being a Quick Study	9	
Balance Between Personal Life and Work	10	
Self-Awareness	11	
Confronting Problem Employees	12	
Compassion and Sensitivity	13	
Putting People at Ease	14	
Differences Matter	15	
Career Management	16	

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Career Management	16	

We asked the 16, 000 raters:

- Rate the participant on five derailment factors.
 - Problems with Interpersonal relationships
 - Difficulty building or leading a team
 - Difficulty changing or adapting
 - Failure to meet business objectives
 - Too narrow a functional orientation
- Derailment: A manager who was fired, demoted, or did not reach their highest potential.

The Most Likely Cause for Derailment:

Civilians:

Military:

Further development is needed in three high-priority areas:

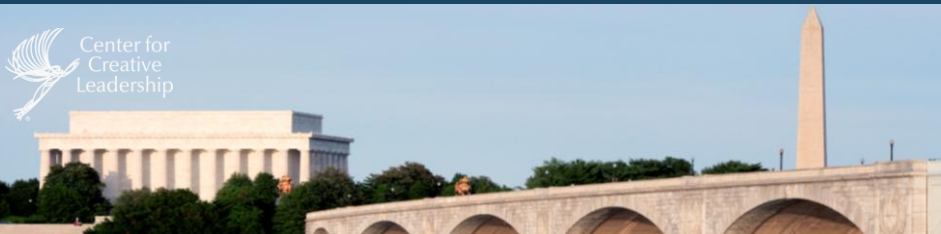
- Leading employees
- Managing change
- Participative management

To avoid career derailment, government leaders need broad, cross-organizational experiences and opportunities for learning.

We will fail if we have Blackberry leaders.

-4 Star Army Commander

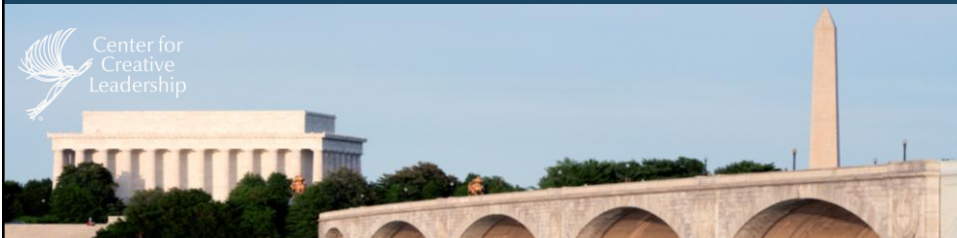
- We welcome your curiosity about this presentation....



Developing **New Leaders**



Learning the **Lessons of Leadership**





Learning Leadership in the Military

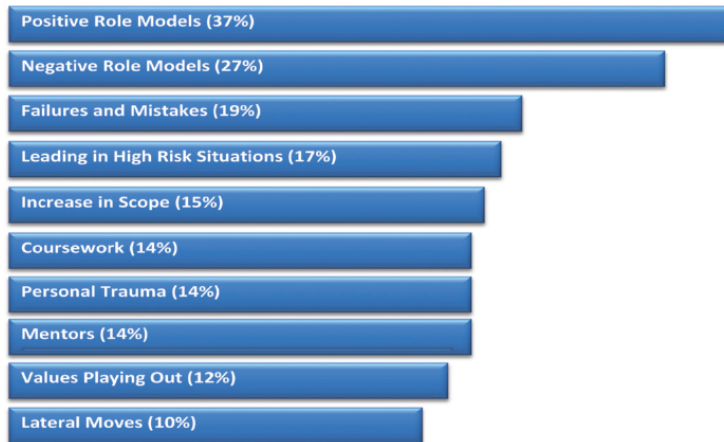
Key Developmental Events & Lessons from Senior Officers

By: Ellen Van Velsor, Corey Criswell, Katie Puryear, and Neil Hollenbeck



Presented by Bill Adams

Top ten key developmental events experienced by military officers



*Percentage based on # of participants reporting event. Because respondents report more than one developmental event, percentages do not add up to 100%.



1

Positive Role Models (37%)

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2

Negative Role Model (27%)



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3

Failures & Mistakes (19%)


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Leading in High Risk Situations (17%)



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5 Increase in Scope (15%)

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6 Coursework (14%)

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7

Personal Trauma (14%)

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Mentors (14%)



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9

Values Playing Out (12%)

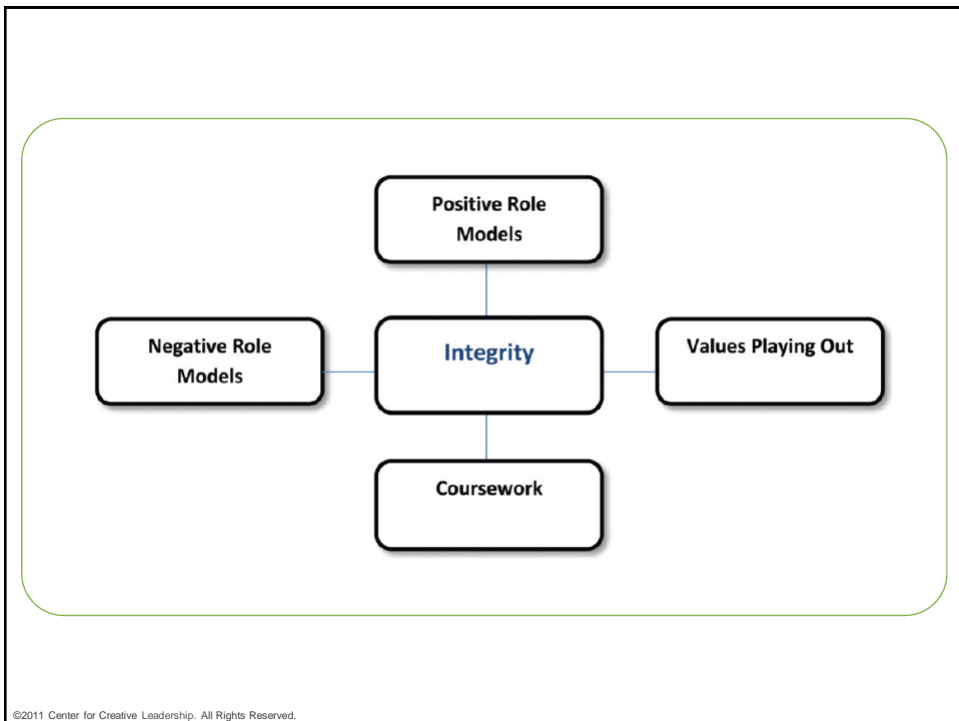
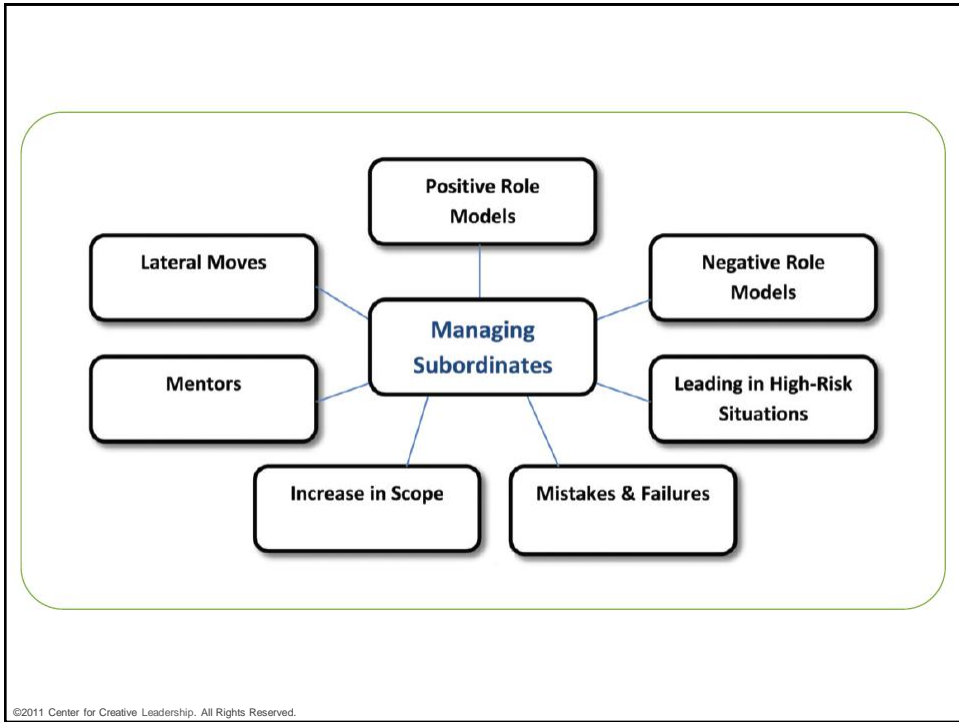
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10

Lateral Moves (10%)



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Officers learn from role models how they should and should not lead others.



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Officers with the emotional intelligence to skillfully manage individual subordinates through professional challenges and personal traumas can set a tone that creates a healthy command climate within the organizations they command.



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We welcome your questions...



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