



Developing New Leaders

March 11 – 13, 2008

The Brookings Institution
Washington, DC

Program Overview:

The most important job of a leader is to develop a leadership cadre within the organization – not only as a legacy, but as the natural outgrowth and strategy for change initiatives. Leadership development is vital to create and sustain the development of a robust public service capable of meeting the challenges of the 21st century.

With an emphasis on greater efficiency amid shrinking budgets, and new methods for providing services in an increasingly networked, globalized environment, leaders must create sustainable leader development systems now that will reap benefits both in the short and the long-term.

This program provides strategies for creating a robust ‘leadership pipeline’ and sessions focus on answering the following questions: What are best practices and how can they be implemented? How can an individual best aid and abet a more junior employee’s development? How can we better understand junior employees to know what they want? It is important to understand that leadership development is *not an HR function alone* – it requires involvement from everyone, on many levels of an organization. Creating good leaders is everyone’s job, and the results will be long lasting and beneficial for an entire organization.

Program Learning Objectives:

- Sharing best practices of leadership development in federal government and private industry
- Identifying – and appreciating – the hallmarks of generational cohorts in order to realize individual leadership potential
- Recognizing, and helping individuals to avoid the possible “derailers” of leadership potential through coaching and mentoring

OPM Competencies: strategic thinking; developing others; human capital management; interpersonal skills

Agenda

Tuesday, March 11, 2008

8:00 – 8:30 a.m.
Stein

Registration and Breakfast

8:30 – 9:15 a.m.
Stein

Welcome and Introductions

- Allison Brown, Program Associate, Brookings Executive Education

9:15 – 10:15 a.m.
Stein

The Necessity of Developing Public Leaders

With the baby boomer retirement wave expected to peak in 2008 to 2010, individuals and agencies must be proactive and focus today on succession planning; mentoring and grooming employees in order meet the organizational needs of tomorrow. We will discuss strategies all executives must employ today to ensure a high-performing public service for tomorrow.

- Linda Springer, Director, Office of Personnel Management (confirmed)

10:30 a.m. – 12:00 p.m.
Stein

Assessment of Leadership Development Programs in the Federal Government

Best practices in and out of government have focused on twin pillars of outstanding leadership development: 1) streamlining efforts to develop organizational core competencies and 2) providing real work with real feedback on performance. We will analyze the current state of public sector programs.

- Chris Mihm, Managing Director, Strategic Issues, Government Accountability Office (confirmed)

12:00 – 1:00 p.m.
Somers

Lunch

1:00 – 3:30 p.m.
Stein

Building Depth by Developing People on the Job

Forward-looking organizations realize that leadership development is not just training that can be cut in tough times, but it is a process that yields short-term and long-term results as well as aids in shaping culture and building organizational depth. This session will explore designing development strategies specific to your organization, pinpointing high-potential individuals, and developing people on the job.

- Al Vicere, President, Vicere Associates, Inc.; Executive Education Professor, Penn State University (confirmed)

8:00 – 8:30 a.m.
Stein

Breakfast

8:30 – 10:45 a.m.
Stein

Crossing the Generational Divide: Understanding the Future of Leadership

With the “bathtub” effect of a generation of federal workers retiring, replacements are being actively sought in young professionals, some of whom are coming straight out of college. This creates increasing challenges for senior executives and program managers as well as for the new employees themselves. Short-term success and long-term retention will hinge on the generations understanding one another’s strengths and weaknesses. During this session we will discuss patterns in history, who today’s generations are, what motivates them as workers, and how they will shape our national future.

- Eileen Hoffman, Commissioner/Project Director, International and Dispute Resolution Services, Federal Mediation and Conciliation Services (confirmed)
- Kimberly Beg, Acting Director, International and Dispute Resolution Services, Federal Mediation and Conciliation Services (invited)

11:00 a.m. – 12:30 p.m.
Stein

Panel Session: The Perspective of Young Federal Employees

Often times the discussion of how to best manage and develop younger or less experienced workers occurs without ever directly asking them what they want. We will hear from a panel of young government workers about their perspective on working for the federal government, what they value and look for in a job, and how to best develop their talent in order to retain them in the government workforce.

- Cara Spiro, Human Resource Specialist, Civilian Personnel Management Service, Department of Defense; 2007-08 Co-Chair, Professional Development Committee, Young Government Leaders (confirmed)
- Lillian Wasvary, Foreign Affairs Officer, Department of State; Presidential Management Fellow (confirmed)
- Adrienne Spahr, Senior Analyst, Government Accountability Office; featured on Youngfeds.org as one of the ‘35 Under 35’ (confirmed)

12:30 – 2:00 p.m.
Somers

Lunch: Lessons from the Military

The military has a long standing reputation as an exemplar in leadership development. Retired Chief of the Army Corps of Engineers, Robert Flowers, will share with participants the military’s secrets of success.

- Robert B. Flowers, LTG, USA (retired) (confirmed)

2:00 – 4:30 p.m.
Stein

Coaching and Mentoring

Research is replete with evidence that all performers need feedback; leaders hunger for it, even when they might initially resist it. Coaching inexperienced leaders gives them a streamlined path to excellence – while creating emotional bonds to the organization through a positive relationship with a mentor. This session will review techniques of coaching and mentoring while providing a chance for participants to practice these skills.

- C.C. Clark, Senior Consultant, The Hay Group (confirmed)

Thursday, March 13, 2008

8:00 – 8:30 a.m.	Breakfast
8:30 – 9:00 a.m.	Reflections and Debrief
9:00 – 11:15 a.m. Stein	How to Keep Your Star Performers from Disengaging and Derailing One of the greatest threats facing high potential individuals is derailment and career frustration. This session will provide insight into methods to keep future leaders on a path of success. We will discuss what the key signs of derailment are, derailment prevention, and how to help an employee get back on track if he/she has had difficulties in the workplace which may prevent future success. <ul style="list-style-type: none">▪ Gail Finger, Senior Government Partner, Edizen Corporation (confirmed)
11:30 a.m. – 12:30 p.m. Stein	Mentoring in Action All organizations encourage mentoring, and many have formal mentoring programs to help establish these valuable relationships. The challenge is often learning how to maintain the relationship over the long-term and fully derive the benefits it can provide. During this session we will hear from Suzanne Palmer and her career long mentor Jim Colvard about their experiences and how it has impacted them professionally and personally. <ul style="list-style-type: none">▪ James Colvard, Visiting Professor, Virginia Polytechnic University and former Deputy Director of the Office of Personnel Management (confirmed)▪ Suzanne Palmer of S.C Palmer and Associates, LLC; former J5 Director of Special Programs at the Joint Warfare Analysis Center (confirmed)
12:30 – 1:30 p.m. Somers	Lunch
1:30 – 4:30 p.m. Stein	Leadership Legacy An individual's desired leadership legacy should be a catalyst for action, rather than a result considered after retirement. We will focus on how thinking about your own legacy will make you a more effective leader today. <ul style="list-style-type: none">▪ Robert Galford, Managing Partner, Center for Executive Development (confirmed)
4:30 p.m.	Closing Remarks and Adjournment