

Developing New Leaders

Please note that this agenda refers to a previous program. Future programs will feature similar speakers and topics.

March 17 – 19, 2009
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
- Learning coaching and mentoring skills to help individuals in your organization
- Recognizing, and helping individuals to avoid the possible “derailers” of leadership potential through coaching and mentoring

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

Agenda

Tuesday, March 17, 2009

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
- Marina Augoustidis, Program Associate, Brookings Executive Education

9:30 – 10:45 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.

- Jim Trinka, Director, Technical Training and Development, Federal Aviation Administration (confirmed)

11:00 a.m. – 12:15 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.

- Gail Lovelace, Chief Human Capital Officer, General Services Administration; Executive Committee member, Chief Human Capital Officers Council (invited)

12:15 – 1:45 p.m.
Somers

Lunch: Lessons from the Military

The armed forces have a long standing reputation as an exemplar in leadership development. This session will focus on some successful techniques that the armed forces use to quickly and effectively develop their own.

- Joseph J. Thomas, Lakeside Family Foundation Distinguished Military Professor of Leadership and Senior Fellow, James B. Stockdale Center for Ethical Leadership, US Naval Academy (confirmed)

1:45 – 4:00 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)

Wednesday, March 18, 2009

8:00 – 8:30 a.m.
Stein

Breakfast

8:30 – 11:00 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)
- Dennis Dougherty, Commissioner with the Federal Mediation & Conciliation Service (confirmed)

11:15 a.m. – 12:45 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)
- Jacob Ward, General Engineer, Department of Energy; President Management Fellow (confirmed)
- Holly Sun, Policy Fellow, Department of Homeland Security (invited)

12:45 – 1:45 p.m.

Lunch

1:45 – 3:45 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. This session will review techniques of coaching and mentoring while providing a chance for participants to practice these skills.

- Pam Krulitz, founder and president, Perspective Leadership Development; Consulting Partner, Isis Associates (an executive coaching and leadership development firm) (confirmed)

Thursday, March 19, 2009

7:30 – 8:00 a.m.

Stein

Breakfast

8:00 – 8:30 a.m.

Stein

Reflections and Debrief

8:30 – 10:45 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.

- Gail Finger, Senior Government Partner, Edizen Corporation (confirmed)

11:00 a.m. – 12:00 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 and fully derive the benefits it can provide. During this session we will explore the mentoring program at the Government Accountability Office and learn from their success.

- Lauren Malmon, Career Development and Mentoring Manager, Government Accountability Office (confirmed)
- Beverly L. Norwood, Director of Leadership Programs, Learning Center, Government Accountability Office (confirmed)

12:00 – 1:30 p.m.

Stein

Lunch: Mentoring Others

When choosing a mentor or mentee, we sometimes have a tendency to seek out people just like us – same career track, ethnicity, thought process, gender, etc. What are the benefits and challenges associated with mentoring those who differ from you? Jim Colvard will share his experiences mentoring minorities and women and what made those relationships thrive.

- James Colvard, Visiting Professor, Virginia Polytechnic University and former Deputy Director of the Office of Personnel Management (confirmed)

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.

- Robert Galford, Managing Partner, Center for Leading Organizations (confirmed)

4:30 p.m.

Closing Remarks and Adjournment