Leadership

Craig McLean
and
Dean Gulezian \textit{(in absentia)}
• "It was not his driving that caused the Exxon Valdez spill, it was yours."
  – 1989 NGO Add
NOAA Core Values

• People, Integrity, Excellence, Teamwork, and Ingenuity

• Science, Service, and Stewardship
What’s Your Leadership Strategy?
Comparison of 2002, 2004, & 2006 Results

65% positive
Federal Human Capital Survey (OPM, 2006)

NOAA Scores overall Good
  • (Let’s Get to Great !)

Lowest in:
  – Leadership
  – Performance Culture

NOAA< DOC and Govt Average
Federal Human Capital Survey (OPM, 2006)

Leadership . . . ?
- Motivation and commitment to workforce
- Respect for my organization’s senior leaders
- High standards of honesty and integrity
- Policies and practices of senior leaders
- Information received from management

Performance Culture . . . ?
- Dealing with poor performers
- Meaningful performance distinctions
Interviews with NOAA Senior Leaders

Positive Leadership Behaviors:
– Passion for the mission
– Technical expertise
– Work well with stakeholders
– Effective crisis management
– Empathy
Interviews with NOAA Senior Leaders

Least Practiced Leadership Behaviors:

– Affirm what goes right (too much criticism)
– Walk the talk (Core Values vs. Behavior)
– Communicate a compelling vision
– Setting clear priorities and holding to them
– Decision making (more personal likes/dislikes of a few)
– One NOAA (fragmented and competitive)
– Empowering employees
Gap Analysis

• Gap = OPM ECQs – (NOAA HC Survey + Exec Interv’s)

• Leading Change
  – Encourage creativity & innovation
  – Think strategically
  – Build a shared vision

• Leading People
  – Managing conflict
  – Leverage diversity
  – Developing others
  – Building teams

• Producing Results
  – Accountability
  – Decisions / risks

• Partnerships & Coalitions
  – Partnering internally
  – Influencing / negotiating

• Foundations
  – Respect / empathy
  – Honesty / integrity
NOAA HCC Solution: LMDS

• HCC Work Group:
  – LO reps, LCDP volunteers, and WFMO staff
  – Analyzed survey results and interviews
  – Reviewed leadership development within NOAA and across government
  – Researched literature and best practices
  – Developed:
    • Assumptions, Principles, and Framework
NOAA HCC: LMDS

• Assumptions:
  
  – Courageous leadership and effective management are both necessary for achieving NOAA’s mission.

  – Outstanding leaders are ‘made’ rather than ‘born’…leadership and management can be learned.
NOAA HCC: LMDS

Principles

• Leadership must be exercised at all levels; it is not position-dependent.
• Begin with new employees and continue throughout their careers.
• Both competencies and character are essential.
• Well coordinated with logical and progressive developmental path.
• Not through training only; less than 20%.
• Continuous cycle of experience and reflection; doing & reviewing.
• OPM’s ECQs serve as the foundation of NOAA’s Leadership & Management Development Strategy.
• Senior leaders most influential in advancing ‘One NOAA’ model.
NOAA HCC: LMDS

• Framework

NOAA LEADERSHIP COMPETENCY CATEGORIES

- Leading Change
- Leading People
- Producing Results
- Managing Resources (Business Acumen)
- Building Partnerships & Coalitions
LMDS: Leadership Strategy

• Will include:
  – Orientation (on-boarding)
  – Programs for non-managers
  – Leadership competencies in recruitment and selection for managerial jobs
  – Assessment of leadership effectiveness in managerial performance appraisals
  – Development opportunities for supervisors, mid-level managers and executives
  – Recognition programs to highlight the contributions of highly effective leaders
  – Establishment of an enterprise-wide succession planning system
Will You Be A Part of:
Status Quo or Righting the Ship?