

Leadership

Craig McLean

and

Dean Gulezian (*in absentia*)

JULY 24, 1989



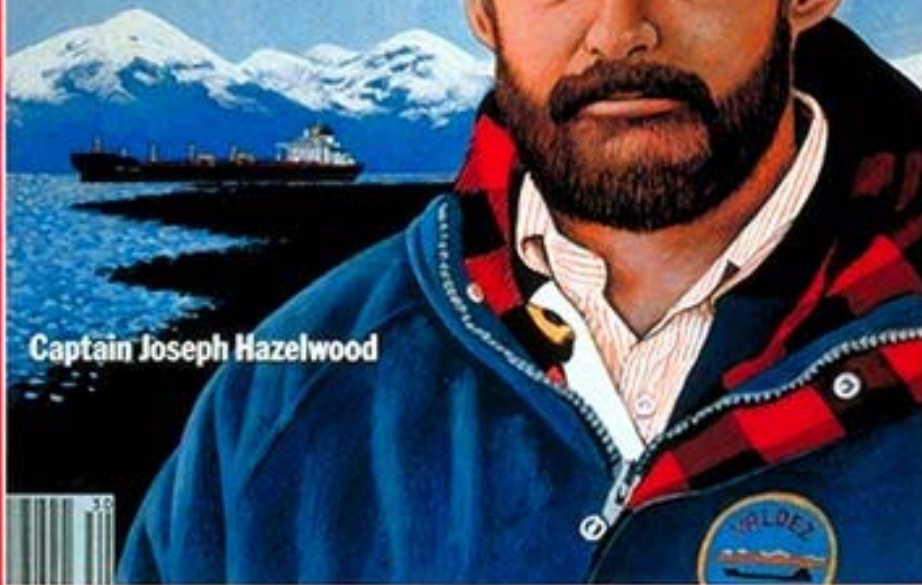
SOLZHENITSYN: An Exclusive Interview

\$2.00

TIME

Fateful Voyage

What really happened
aboard the *Exxon Valdez*



Captain Joseph Hazelwood



- "It was not his driving that caused the Exxon Valdez spill, it was yours."

– 1989 NGO Add

NOAA Core Values

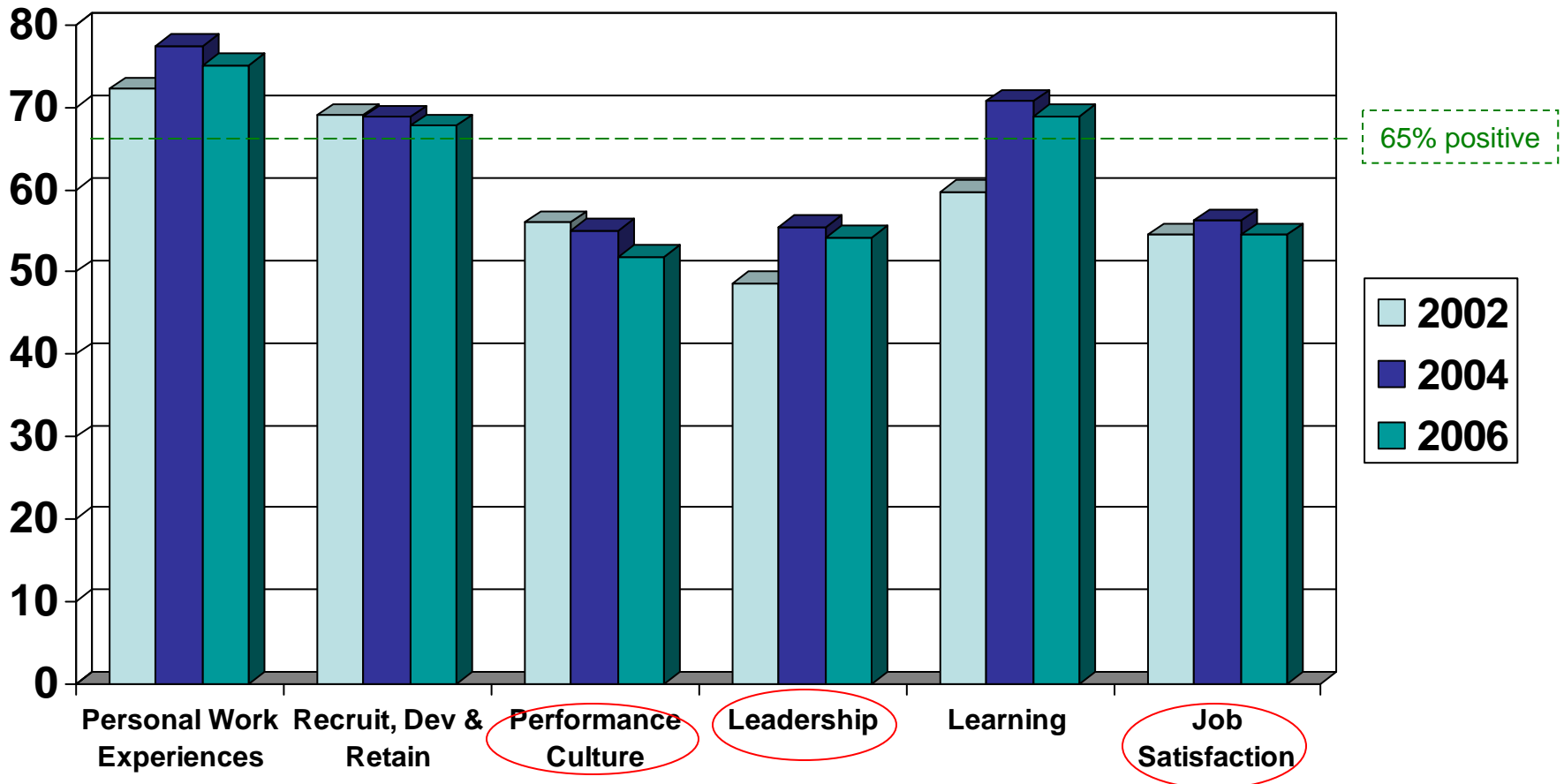
- People, Integrity, Excellence, Teamwork, and Ingenuity
- Science, Service, and Stewardship

What's Your Leadership Strategy?







Comparison of 2002, 2004, & 2006 Results



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.

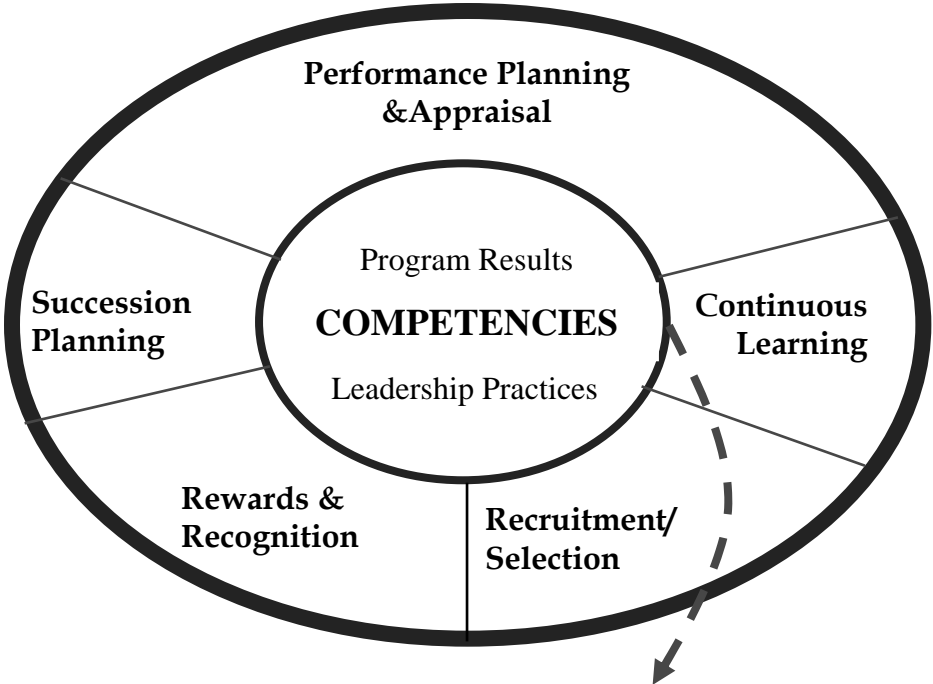
NOAA HCC: LMDS

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?



