



# NIH Executive Leadership Program



**PARTNERSHIP FOR PUBLIC SERVICE**

# The Partnership for Public Service and NIH

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## *Developing Strong Leaders*

The NIH Executive Leadership Program brings together change-makers in government and strong executive leaders, driven by a passion for public service.

In collaboration with the NIH Training Center, The Partnership for Public Service is our trusted ExLP learning partner. As a nonprofit, nonpartisan organization, the Partnership for Public Service works to revitalize our federal government by inspiring a new generation to serve and by transforming the way government works. The Partnership's *Center for Government Leadership* is an essential element to achieving this mission.

Through leadership programs and strong agency relationships, the Partnership equips federal leaders to deliver results by building strong teams, driving innovation and working across boundaries. The Partnership works with thousands of federal leaders every year, and the feedback received indicates that they offer federal agencies a distinct benefit because they are:

**Mission-driven:** The Partnership's sole focus is on improving government, and they build programs with and for the federal workforce. They merge expertise with agency needs and requirements to ensure that programs deliver maximum value and impact.

**Action-oriented:** The Partnership team has a depth and breadth of experience working in the public, private and nonprofit sectors—ensuring that participants are exposed to the best theory and the practical, real-life experience necessary to lead effectively. The Partnership has an unmatched network of current and former government executives and senior officials, executive coaches and senior subject matter experts who serve as our leadership faculty and speakers. The Partnership's programs are research-based and designed for federal leaders interested in achieving more.

**Results-focused:** Partnership programs produce measurable results. Ninety-seven percent of participants would recommend programs to a colleague. Ninety-eight percent of participants report applying lessons learned on-the-job to become more effective leaders. Participants' supervisors and employees also see improvement based on post-program evaluations.

# The NIH Executive Leadership Program: Overview and Intent

The NIH Executive Leadership Program (ExLP) is intended to successfully prepare leaders for executive ranks of leadership at the NIH. Ensuring that leaders have an understanding of the challenges navigating the public sector, in general, and the NIH, in particular, is vital to moving forward NIH's mission and maintaining the public trust. Investing in our future leadership is a priority - a foundation to NIH's succession planning strategy.

Bi-Annually, a cohort of up to twenty high performing leaders will be selected to participate and will be required to complete program elements together over a period of seven months. Only those who are committed to serving the NIH at an executive level – and willing to demonstrate a return on investment for the NIH – will be selected.

Content is aligned with the NIH Executive Proficiencies model, providing a basis upon which to gauge individual development. The program integrates the world-class academic experience of our educational partner – The Partnership for Public Service – and the hands-on involvement of senior NIH executives to provide an extraordinary leadership experience. Working with current NIH leaders and academic experts, in collaboration with executive coaches, participants will tackle real-world organizational challenges enabling them to produce extraordinary results for NIH, the scientific community, and the nation.

A feature of the ExLP is the integration of formal instructor led coursework with experiential hands-on learning access to NIH senior leadership.

Key areas include:

- Peer Advising/Mentoring
- Access to NIH senior leaders in the form of:
  - Round table discussions
  - Themed-lectures
  - Special events

NIH leadership will play an active and integral role in the program.



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National Institutes of Health

## 2020-2021 NIH Executive Leadership Program

### Program Goals

The NIH Executive Leadership Program (ExLP) is designed to prepare identified NIH staff for advanced leadership by supporting their ability to demonstrate executive proficiencies that include:

- Create and articulate a vision that supports the scientific mission of the NIH
- Inspire others
- Navigate the public sector
- Work collaboratively
- Achieve desired results
- Develop personal and organizational capacity
- Demonstrate management acumen
- Communicate and listen

From an organizational perspective, the ExLP:

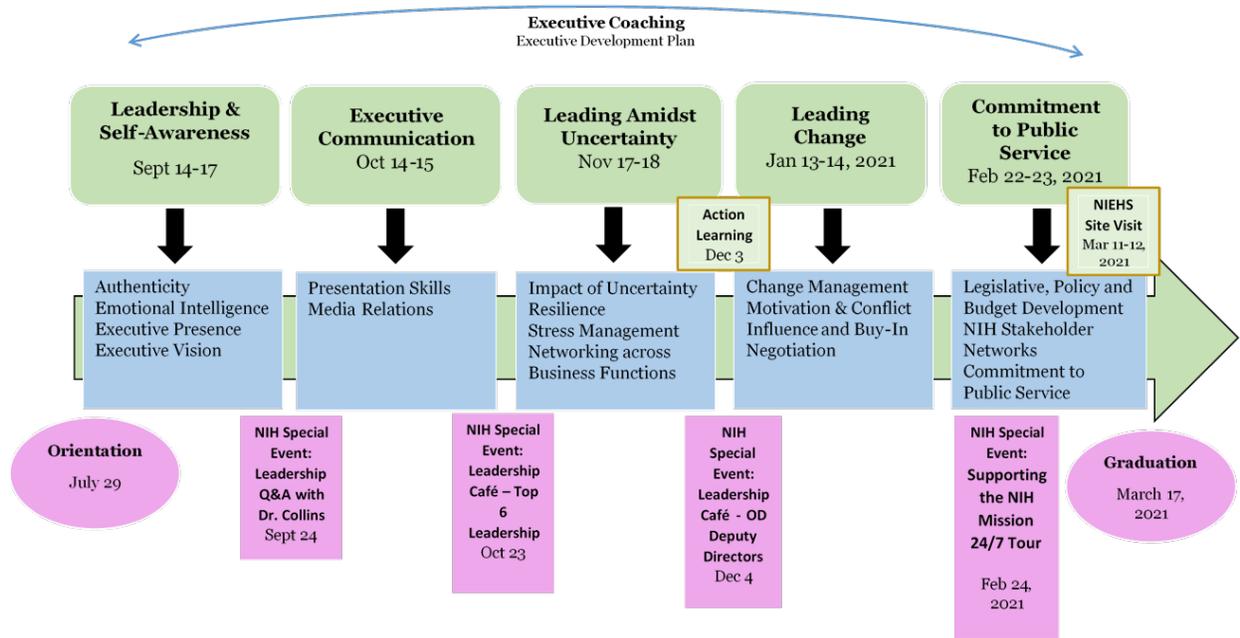
- Ensures NIH continues to have a prepared leadership pipeline through attrition and retirements increase.
- Allows for the development and sustainment of cross-IC relationships in support of NIH's mission
- Offers a cohort of experienced, effective leaders with a common leadership framework and experience
- Provides NIH leadership with a talent pool to lead high-level, special projects requiring specific expertise

***Aspiring “Top 6” leaders*** should participate in the ExLP to increase their effectiveness in current and future positions, including future “acting” roles.

***Existing “Top 6” leaders*** should participate to focus on leadership development and succession planning in an academic setting allowing them to continue to excel. In addition, the program allows existing executives leaders to obtain an external perspective on a wide variety of leadership topics and an opportunity to pursue continuous learning and professional growth.

## Framework

The ExLP will take place over seven months, including 12 days of classroom sessions, NIH events, executive coaching and action learning. The following diagram depicts the framework.



# 2020-2021 NIH Executive Leadership Program Schedule

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## **Orientation**

**July 29, 2020 (8:00-Noon)**

**Lawton Chiles International House (Stone House)  
NIH Campus**

### Learning Objectives:

- Provide participants with an overview of ExLP components
- Communicate expectations of participants
- Lay framework for the learning journey

Participants will be welcomed to the program and will be provided with an overview of the journey in which they are about to embark. The 360° leadership assessment, which is customized to the NIH Executive Proficiency Model, will be explained and instructions will be shared regarding scheduling feedback sessions with coaches.



## **Session 1: Leadership and Self-Awareness**

**September 14-17, 2020**

**National Conservation Training Center  
Shepherdstown, WV**

### Learning Objectives:

- Participants will develop an enhanced understanding of their personality traits and the impact of their behavior on relationship-building, communication, change management and self-management.
- Participants will explore decision-making habits and enhance their ability to promote effective decision-making.
- Participants will explore emotional intelligence theory and apply insights into their NIH leadership role.
- Participants will explore the dimensions of executive presence and authenticity and assess their ability to influence and motivate critical stakeholders.



***NIH Special Event – Leadership Q&A with  
Dr. Francis Collins***  
**September 24, 2020**  
**NIH Campus, Building 1**



***Session 2: Executive Communication***  
**October 14-15, 2020 (2 days)**  
**Partnership for Public Service (Washington, DC)**

**Learning Objectives:**

- Participants will explore and integrate effective communication techniques in their leadership role and enhance their ability to convey complex topics clearly in order to reach diverse internal and external audiences.
- Participants will apply various communication techniques to a simulated NIH business setting and develop sound strategies for applying these skills in the workplace.



***NIH Special Event – Leadership Café with Top 6  
Leadership***  
**October 23, 2020 (1 day)**  
**NIH Campus, Natcher E1/E2**



**Session 3: Leading Amid Uncertainty**  
**November 17-18, 2020 (2 days)**  
**Partnership for Public Service (Washington, DC)**

Learning Objectives:

- Participants will examine and discuss the impact of uncertainty on the NIH workforce and stakeholders and develop strategies to lead effectively in times of uncertainty.
- Participants will explore key components of resilience, enhance their ability to use an appropriate leadership style in times of crisis and develop strategies to model effective stress management within the workplace.
- Participants will improve their understanding of the key business elements within NIH, how to utilize them in times of uncertainty and integrate this knowledge into their real-time planning and crisis management.



***Action Learning Work-Out***  
**December 3, 2020**  
**Partnership for Public Service (Washington, DC)**



***NIH Special Event – Leadership Café with NIH  
OD Deputy Directors***  
**December 4, 2020**  
**NIH Campus – Wilson Hall**



### **Session 4: Leading Change**

**January 13-14, 2021 (2 days)**

**Partnership for Public Service (Washington, DC)**

Learning Objectives:

- Participants will understand the dynamics of change management, the impact of change on the NIH workforce and assess the “change readiness” of their teams.
- Participants will examine the evolving priorities of NIH and its constituents and develop strategies to promote buy-in to building a defined “future state” and achieving a clearly defined vision.
- Participants will explore approaches and develop strategies to strengthen consensus-building and negotiation skills in order to more effectively build and leverage coalitions to promote positive change.



### **Session 5: Commitment to Public Service**

**February 22-23, 2021 (2 days)**

**Partnership for Public Service (Washington, DC)**

Learning Objectives:

- Participants will enhance their understanding of the political climate and the dynamics of legislative, policy, budget development and execution in the federal sector.
- Participants will explore and better understand the NIH stakeholder networks across the federal sector, broader scientific community and public stakeholders.
- Participants will examine the interests of different stakeholders and develop tools for improving collaboration with those stakeholder communities.
- Participants will reflect on their motivation for a career in public service and develop an enhanced ability to motivate others based on a shared commitment to public service leadership.



### ***NIH Special Event – Supporting the NIH Mission 24/7 Tour***

**Hosted by ORF/ORS**

**February 24, 2021**

**NIH Campus, Natcher, E1/E2**



### ***NIH Special Event – Visit to NIEHS***

**March 11-12, 2021**

**Durham, NC**



### **Graduation**

**March 17, 2021**

**NIH Campus**

Keynote speakers deliver valedictory addresses. Lessons from the program are synthesized and summarized. Participants, instructors, coaches, and staff celebrate the accomplishments of the graduates.

# Faculty

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## **Marie Westbrook, Ph.D.**

Dr. Marie Westbrook has over twenty years' experience in public sector leadership, management and consulting. She served as the Instructor for NIH ExLP in 2016-17 and 2018-19. From 1993 until 2000 she served as an education consultant leading assessment and technical assistance teams for education reform projects in Armenia, Central Asia and Russia. In 2000, she joined the Department of State, Bureau of Educational and Cultural Affairs where she was responsible for higher and secondary education partnerships supporting education reform projects in 14 countries throughout the Former Soviet Union and Eastern Europe. In 2004, Marie joined the U.S. & Foreign Commercial Service as Director of the Office of Professional Development where she focused her career on talent management and leadership development for a global trade promotion agency. In 2008, during the height of the banking crisis, Marie accepted a position as Chair of the College of Leadership with the FDIC Corporate University and was later recruited by the Securities & Exchange Commission (2011) to serve a similar role as Dean of the College of Leadership Development. In 2014, Marie joined the SEC Office of Compliance and Inspection as Training Director for the National Exam Program responsible for division-wide technical training on compliance, risk management and securities regulation. Marie is founder of Inspire Concepts, LLC an organizational consulting firm specializing in promoting organizational effectiveness through customized leadership development, team-building and executive coaching initiatives. Marie provides strategies and solutions to support public and private sector clients facing change management, transition management, culture change and crisis leadership challenges.

## **Ali Palmer (Leadership and Self-Discovery session)**

Ali Palmer is a seasoned operations professional with over 20 years' experience and proven success in multiple industries including healthcare, finance, civil service, military, executive education, consulting, consumer goods, facilities, and quality of life services. He has an extensive background in client relations, leadership development, people management, general & construction engineering, and performance optimization. Sectors he has worked in include private, non-profit, government, and education. His critical competencies include systemic thinking and acting, root cause analysis, strategic planning, operational interdependence, tactical execution, leadership in austere conditions, and rigorous follow-up.

## **Linda Seestedt-Stanford (Leading Change)**

Linda Seestedt-Stanford joined the team at Mary Baldwin University and the Murphy Deming College of Health Science from Western Carolina University (WCU), where she served as founding dean of the College of Health and Human Sciences, as well as interim provost and senior vice chancellor for academic affairs. While at WCU, Seestedt-Stanford oversaw 11 accredited programs in the health sciences, six at the graduate level. Among her many achievements, Seestedt-Stanford helped to create the vision and coordinated planning for a 170,000-square-foot health sciences building on WCU's new "Millennial Campus."

Previously, Seestedt-Stanford was founding assistant dean at The Herbert H. and Grace A. Dow College of Health Professions at Central Michigan University (CMU), where she also supervised a new building project for that college. The new building was designated by the Chronicle of Higher Education (2005) as the most technologically advanced educational facility in the country.

Prior to her tenure in the dean's office at CMU, Seestedt-Stanford was director of clinical instruction and services in the Department of Communication Disorders. In that capacity she expanded clinical services to deaf and hard of hearing individuals in central and northern Michigan, creating numerous satellite.

## **Executive Coaches**

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### **Frank Ball**

Frank Ball, a popular coach among NIH leaders, works with leaders and leadership teams to build leadership capacity within their organizations. His experience tells him that leadership capacity is among the scarcest resources in most organizations today. The job of leaders has never been more difficult, nor has the pressure that they produce superior results in a healthy, sustainable way been higher.

Frank most often works with clients in times of great change whether the catalyst for change is a promotion, a new assignment, creating a new organization or re-tooling an existing organization toward a new mission. In addition to working with clients undergoing externally driven change, he also works frequently with leader-clients who, while doing well by the standards of their organization, have a strong internal drive to develop and grow. Often these are mid-career or senior people who are seeking to move their personal talent and capacities to the next level or to another professional setting. His clients are likely to describe his coaching style as gently irreverent as he provides equal measures of support and challenge to them.

His practice includes 1-on-1 coaching, organization development consulting, and leadership training/development. He has worked with hundreds of individual clients in dozens of organizations in the for-profit, not-for-profit and government sectors over the past twenty plus years.

Prior to beginning his leadership development work, Frank retired from the United States Marine Corps (1989) and Central Intelligence Agency (1995).

In addition to working directly with leaders in organizations, he has founded five businesses himself and is co-founder and Managing Partner of New Dominion Angels, an angel investing group which has invested in twenty-four start-up companies in the mid-Atlantic region over the past ten years, primarily in the consumer products and information technology industries.

Frank is an adjunct faculty member in Georgetown University's Institute for Transformational Leadership where he has taught in the Training Specialist, Organization Development, Change Management, Leadership Coaching, and Transformational Leadership Certificate Programs since 1997. In April 2018 he was awarded Georgetown University's silver Vicennial Medal in recognition of his service to the University.

Frank received coach training through New Ventures West, the Newfield Network, the Gestalt Institute of Cleveland, the Strozzi Institute, and the Inter-developmental Institute. He was designated a Master Certified Coach by the International Coach Federation from 2005 through 2015. He is a contributing author to [On Becoming a Leadership Coach – a Holistic Approach to Coaching Excellence](#) published by Palgrave Macmillan in 2008 and 2013.

Frank is a graduate of Davidson College (Bachelors in Economics and Business Administration) and The George Washington University (Masters in Business Financial Management). He has also been awarded two graduate certificates by Georgetown University (Organization Development and Financial Planning).

## **Jan Boxer**

Jan specializes in coaching leaders in high visibility roles including many senior NIH leaders. Jan is an expert in the areas of leadership, team development, group coaching, interpersonal communication and career transition. In addition to coaching hundreds of senior leaders and their teams, she has become a trusted advisor to those leading large-scale organizational change in some of the nation's most highly visible and scrutinized organizations.

Over the last three decades Jan has coached individual federal leaders, pairs and teams including 100+ SES/SIS officers, White House staff, diplomats and political appointees. She has guided senior leaders charged with ironing out the nation's healthcare policy within the Centers for Medicare/Medicaid Services, and C-suite leaders fighting for profitability in one of the country's largest organizations - the U.S. Postal Service. Her Federal government client list includes: The U.S. Intelligence Community, U.S. National Institutes of Health;

Office of Management and Budget; U.S. Office of Personnel Management; Board of Governors-U.S. Federal Reserve Board; U.S. Food and Drug Administration; U.S. Office of the Comptroller of the Currency; U.S. Federal Housing and Finance Administration; U.S. Department of Energy; and U.S. Department of Education.

She is well known locally and recognized as a “coach’s coach,” evidenced by her appointment to Georgetown University’s adjunct faculty where she served as a co-creator of the Leadership Coaching Certification Program. Jan’s clients also benefit from her personal leadership experience building two professional services firms. Prior to joining Strategic Partners, Inc. and eventually buying the company, she owned a consulting firm specializing in career development and executive transition services.

Jan is certified to use a broad array of leadership assessment tools including the Leadership Circle Profile, the Hogan Assessment Series, Voices 360, EQi 2.0, the Leadership Versatility Index, the Emotional Social Competency Index (ESCI), the Myers Briggs Type Indicator Step II, and OPM 360. Jan earned her master’s degree from George Washington University and is a graduate of the Institute of Life Coach Training, Fort Collins, Colorado, an International Coach Federation accredited coach training institution. Advanced coaching certificates include: Global Leadership Coach, Global Coaches Network (2009); Spiritual Development Coach – a two-year certification program in the RUH Method (2012); Relationship (Couples) Coach -a two-year program offered by the Relational Life Therapy Institute (2018).

## **Barbara McGarey, RN, J.D.**

Barbara M. McGarey is an executive leadership coach with a passion for helping leaders and aspiring leaders achieve their developmental goals so they can translate their values into action. She came to coaching after 38 years of Federal service, including 29 years at NIH and 25 years overall as a supervisor. Barbara held professional positions in the NIH Clinical Center, the NIH Office of Technology Transfer, the Foundation for the NIH, and, for 17 years, she served in the Senior Executive Service (SES) as Chief Counsel to the NIH, leading the HHS Office of the General Counsel (OGC) NIH Branch. Through her executive career she has developed deep expertise in the culture and administrative management of NIH and HHS, with an emphasis on clinical research, patents and technology transfer, grants, ethics, gifts and public private partnerships.

Barbara graduated with honors from Catholic University Law School in 1985, where she served on *Catholic University Law Review* staff and as a founding co-editor of the *Journal of Contemporary Health Law*. She began her legal career through the Honors Program at the U.S. Department of Justice in the Civil Division, Office of Consumer Litigation (1985-1987). Barbara has earned many awards and honors throughout her career and was honored to receive the Presidential Rank Award in 2011. Prior to law school, Barbara received a Bachelor of Science in Nursing from Cornell University, and worked as a cardiac surgery intensive care unit nurse at the NIH Clinical Center (1979-1983).

In 2015 Barbara trained at the Georgetown Center for Transformational Leadership, obtaining a certificate in Executive Leadership Coaching. During her last three years as NIH Chief Counsel, she coached OGC and NIH clients in her “spare” time and started an in-house coaching program through the OGC Leadership Development Committee. Since graduating from Georgetown, she has coached over 60 clients for a total of 290 hours. In 2018 she retired from federal service to focus on her coaching practice. She is certified as an Associate Certified Coach by the International Coaching Federation, and as an administrator of the Leadership Circle 360 instrument.

Barbara’s coaching mission is to support the development of the client as a leader. She approaches coaching from a holistic perspective and is highly attentive to the client’s interior life (physical, emotional, cognitive, and spiritual) and how clients express that interior reality through their physical presence and behavior in the workplace. She believes clients can envision the future state they desire, and she works with them to identify patterns and perspectives, discover options, clarify purpose and direction, deepen skills, and target gaps. She engages with clients through listening, observations, and inquiry, and she seeks mutual understanding of the organizational culture and systems within which the client operates. She will suggest educational resources for the client and will also introduce, or design with the client, self-observation exercises and behavioral practices throughout the coaching engagement.

# Crosswalk to NIH Executive Proficiency Model

<b>Learning Objectives NIH Executive Proficiencies</b>	<b>Methodology</b>	<b>OPM Executive Core Qualifications (ECQ)</b>
<ul style="list-style-type: none"> <li>• Create and Articulate a Vision that Supports the Scientific Mission of the NIH</li> </ul>	<ul style="list-style-type: none"> <li>• Entire NIH ExLP Curriculum</li> </ul>	<ul style="list-style-type: none"> <li>• Leading Change</li> </ul>
<ul style="list-style-type: none"> <li>• Inspire Others</li> </ul>	<ul style="list-style-type: none"> <li>• Leadership and Self-Awareness module</li> </ul>	<ul style="list-style-type: none"> <li>• Leading People</li> </ul>
<ul style="list-style-type: none"> <li>• Navigate the Public Sector</li> </ul>	<ul style="list-style-type: none"> <li>• Commitment to Public Service module</li> <li>• Peer Advising</li> </ul>	<ul style="list-style-type: none"> <li>• Business Acumen</li> <li>• Building Coalitions</li> </ul>
<ul style="list-style-type: none"> <li>• Work Collaboratively</li> </ul>	<ul style="list-style-type: none"> <li>• Work-Out Action Learning Session</li> <li>• Commitment to Public Service module</li> </ul>	<ul style="list-style-type: none"> <li>• Building Coalitions</li> <li>• Leading People</li> </ul>
<ul style="list-style-type: none"> <li>• Achieve Desired Results</li> </ul>	<ul style="list-style-type: none"> <li>• Leading Amid Uncertainty module</li> <li>• Leading Change module</li> <li>• Executive Coaching</li> </ul>	<ul style="list-style-type: none"> <li>• Results Driven</li> <li>• Leading Change</li> </ul>
<ul style="list-style-type: none"> <li>• Develop Personal and Organizational Capability</li> </ul>	<ul style="list-style-type: none"> <li>• Leadership and Self-Awareness module</li> <li>• NIH Special Events</li> <li>• Peer Advising</li> <li>• Executive Coaching</li> </ul>	<ul style="list-style-type: none"> <li>• Leading Change</li> </ul>
<ul style="list-style-type: none"> <li>• Demonstrate Management Acumen</li> </ul>	<ul style="list-style-type: none"> <li>• Leading Change module</li> <li>• Work-Out Action Learning Session</li> <li>• Group Coaching</li> </ul>	<ul style="list-style-type: none"> <li>• Business Acumen</li> <li>• Leading Change</li> </ul>
<ul style="list-style-type: none"> <li>• Communicate and Listen</li> </ul>	<ul style="list-style-type: none"> <li>• Leadership and Self-Awareness module</li> <li>• Executive Communication module</li> <li>• Executive Coaching</li> </ul>	<ul style="list-style-type: none"> <li>• Leading People</li> <li>• Results Driven</li> </ul>