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# 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 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.

Biennially, 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:
  - Roundtable discussions
  - Themed lectures
  - Special events

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



PARTNERSHIP FOR PUBLIC SERVICE



National Institutes of Health

## 2022-2023 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

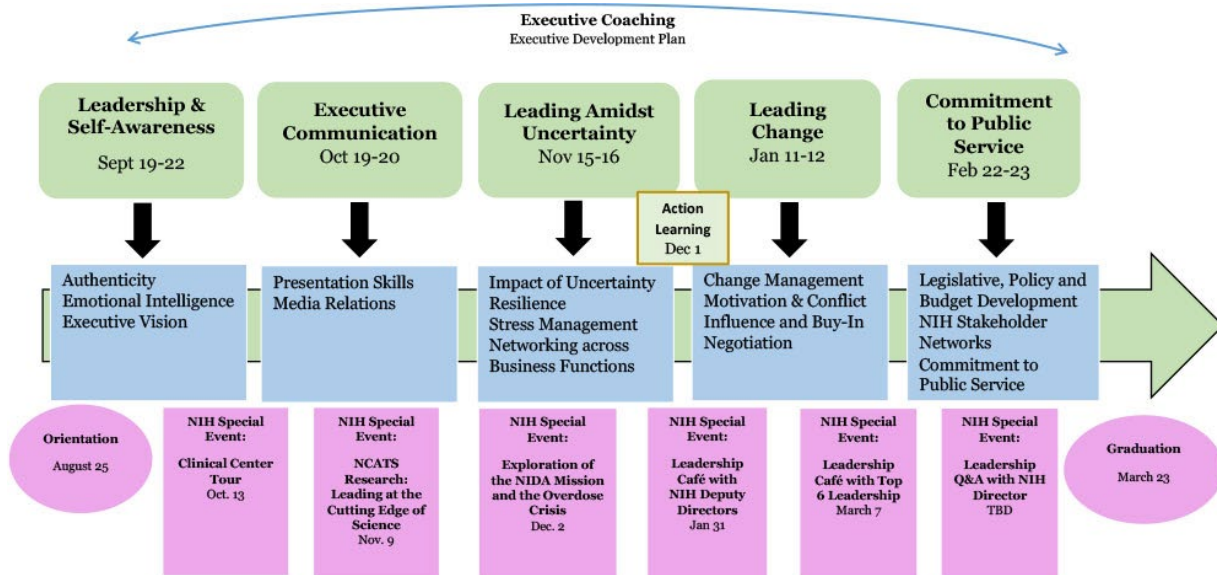
***Aspiring “Top 6” leaders*** should participate in the ExLP to increase their effectiveness in current and future positions, including future “acting” roles.

***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.



# 2022-2023 NIH Executive Leadership Program Schedule

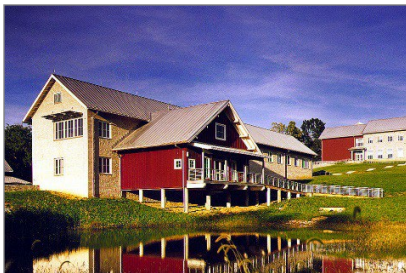
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## **Orientation**

**August 25, 2022**

**NIH Campus - Building 31, 6C - Room A & B**



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

**September 19-22, 2022**

**National Conservation Training Center**

**Shepherdstown, WV**



## ***NIH Special Event – Clinical Center Tour***

**October 13, 2022**

**NIH Clinical Center**



## **Session 2: Executive Communications**

**October 19-20, 2022 (2 days)**

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



### ***NIH Special Event – NCATS Research: Leading at the Cutting Edge of Science During COVID***

**November 9, 2022 (1/2 day)**

**9800 Medical Center Dr.**

**Bldg. B, 3<sup>rd</sup> Floor,**

**Main Boardroom**



### ***Session 3: Leading Amid Uncertainty***

**November 15-16, 2022 (2 days)**

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



### ***Action Learning Work-Out***

**December 1, 2022**

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



### ***NIH Special Event – Exploration of NIDA Mission and the Overdose Crisis***

**December 2, 2022**

**Natcher E1/E2**



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

**January 11-12, 2023 (2 days)**

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



### ***NIH Special Event – Leadership Café with NIH Deputy Directors***

**January 31, 2023 (1/2 Day)**

**NIH Campus – Wilson Hall, Building 1**



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

**February 22-23, 2023 (2 days)**

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



### ***NIH Special Event – Leadership Café with Top 6 Leadership***

**March 7, 2023 (1/2 day)**

**NIH Campus**

**Natcher, E1/E2**





## ***NIH Special Event – Leadership Q&A with NIH Director***

**TBD**



## **Graduation**

**March 23, 2023**

**(1/2 day)**

**NIH Campus – Lister Hill Auditorium, NLM**

# Faculty

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## **Anita Kishore, Lead Faculty**

A former scientist & management consultant, Anita brings an open, honest and direct approach from her global experience consulting and coaching clients across all industries, especially biopharma and healthcare. Anita also coaches underrepresented MBA students with [Management Leadership for Tomorrow](#), life sciences undergraduate & graduate students via [LifeSciNYC](#) executives with [Next Step Partners](#) and Skillsoft, and is an Adjunct Assistant Professor in Leadership at [New York University Robert F. Wagner School of Public Service](#).

Anita's skill in partnering with leaders to be courageous and bold allows them to set ambitious goals and take meaningful risks. Her strengths in strategic thinking and relationship-building, combined with a scientific approach to problem-solving, help her clients and students conduct "experiments" on their own leadership behaviors and mindset.

Anita's superpower is being a straightshooter with deep empathy. Anita is a certified executive coach with the International Coaching Foundation. She hails from rural Kansas and brings an international flair from living on three continents, which suits her well now that she lives in the world's most diverse neighborhood: Jackson Heights. Anita holds degrees in chemistry from Yale University (BS), the University of Melbourne (MSc), and the University of Georgia (PhD), pursuing research in novel solution and solid-state NMR techniques of membrane-associating molecules. Anita also holds an MPA from the NYU Robert F. Wagner School of Public Service.

## **Randy Sumner (Executive Communications)**

With over a quarter century of experience in the communications field, Randy provides training and counsel tailored to the priorities and concerns of newsmakers on six continents.

In addition to being a seasoned media, presentation and speech coach, Randy specializes in crisis communications and stakeholder engagement. He also works with clients facing potentially contentious engagements from town hall meetings to congressional testimony to governmental investigation. Randy has provided assistance to an array of industries including airline, chemical, energy, finance, healthcare, manufacturing, mining, nuclear, petroleum, pharmaceuticals, rail, semiconductor and universities. He has also coached champion athletes from a variety of sports to strategically represent themselves and their sponsors.

Randy excels in helping clients strategically engage social media to advance the organization's business interests. Whether in response to an incident or through proactive relations, Randy is skilled in helping clients use the latest tools to enhance their business.

Randy has worked as an anchor, reporter and producer at network stations and news channels in markets across the U.S. Most recently he worked at the NBC & CBS affiliates in Houston in both on-air and managerial roles. He continues to serve as a play-by-play talent for Fox Sports. He also has worked as a radio talk show host in several markets including Houston.

Randy joined WPNT in 2005 and is a graduate of Liberty University with a B.S. in Communications. He enjoys spending time with his wife and three children at their home in Houston.

## **Susan Nelson (Executive Communications)**

Susan is recognized for harnessing the power of her distinctive combination of certified coaching credentials and results oriented corporate communications' strategies to maximize the potential of an executive, a team or organization.

Her thought-provoking and creative process engenders trust, inspires discovery, provokes clarity and develops alignment. She leverages the possibility and power of what can be, transforming strategies into sure-fire solutions.

As a leadership and communications coach, Susan weaves her broad-based career experiences into her coaching style by pulling the threads of real-world learnings to support her clients. Her career fabric intertwines more than 20 years of working and coaching in multiple industries, such as oil and gas, environmental services, airline industry, financial services, health care, legal, automotive, cyber-security and technology.

She is skilled with all aspects of corporate communications including media relations, crisis communications, investor relations, speechwriting, executive communications, marketing, employee communications, as well as being an experienced spokesperson.

Among her keynote speaking engagements are the Marcus Evans' International Energy Crisis Conference and Melcrum's Employee Engagement Conference.

She completed formal education in corporate coaching at CoachU, the global leader in coach training, and other certifications include 5 Behaviors of a Cohesive Team and Clifton StrengthsFinder Mentor.

Susan currently serves on the board of directors for the International Coach Federation's Houston Charter Chapter. She is a member of the International Association of Business Communicators, serving as a judge on multiple Blue Ribbon Panels for IABC's acclaimed Gold Quill Awards. Professional recognition includes being named Marketer of the Year-Best of Category from the American Marketing Association.

# Executive Coaches

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## Frank Ball

Frank 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).



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## **Jan Boxer**

During her 35-year career Jan has logged an extraordinary 25,000+ hours coaching individuals, pairs, groups, and teams primarily in STEM organizations, including leaders managing complex stakeholder webs and dispersed workforces. Within the federal sector, Jan's clients are typically in high visibility/high stress/high stakes roles leading agencies engaged in keeping our homeland safe. Leaders and political appointees within the Executive Office of the President of the United States (White House) have sought her counsel. She has coached dozens of physicians, scientists, engineers, researchers, and technical experts across the National Institutes of Health (NIH) and The Johns Hopkins University Applied Physics Lab and has worked extensively across the Intelligence Community. In total she has coached more than 100 SES/SIS officers, including current or former military officers.

Jan's work with top leaders revolves around helping them to develop the resilience to cope with the volatility, uncertainty, complexity, and ambiguity prevalent in most workplaces today. She helps leaders to develop the inner strength, confidence and courage required to withstand pressure, conflict, scrutiny, and harsh criticism. She teaches clients how to elevate their "presence" by helping them smooth their "rough edges" or express themselves in fuller and more compelling ways. Her focus is on creating clear vision and strategy and strong corresponding enterprise-wide messaging; effectively cascading those key ideas through the organization; and actively building/repairing/rebuilding organizational culture. In the face of growing talent shortages, she places emphasis on growing and retaining the pipeline of next generation leaders and accelerating the advancement of key contributors.

Jan is widely recognized as a "coach's coach." In 1999 Georgetown University recruited her to help create their Leadership Coaching Certificate Program- currently our nation's premiere executive coach training program. In addition, Jan's clients benefit from her experience building and owning two professional services firms. Prior to joining Strategic Partners, Inc. in 2003 and eventually buying this leadership development company, Jan built and successfully sold a consulting firm specializing in career transition (outplacement) services.

Jan earned her master's degree from George Washington University and is a graduate of the Institute of Life Coach Training, Fort Collins, Colorado, (1999) an International Coach Federation accredited training institution. Additional post-graduate certifications include: a two-year Relationship Coaching Certification from the Relational Life Therapy Institute (2018) a two-year Spiritual Coach Development Certification (2012) and a Global Leadership Coaching Certificate from Global Coach's Network. (2009).

## Essey Workie

Essey is a leadership coach who specializes in diversity, equity and inclusion, change management and resilience through work-life balance. Rooted in her core values of compassion, justice, and wisdom, Essey helps mid-level and senior executive leaders navigate organizational, environmental and cultural shifts. Most of her clients are mission-driven government and nonprofit agencies and leaders.

She is certified by the International Coaching Federation, Institute for Diversity Certification, and Intercultural Development Inventory. As a foundational principle to her approach, Essey marries leadership theory with real-life experiences. She has over 20 years of experience leading teams and initiatives, including her most recent federal post as Regional Administrator. She now directs Multicultural Coaching, a boutique coaching and consulting firm in the greater Washington DC area, where she offers individual and team coaching, leadership training, and consulting services. As the Managing Principal for Multicultural Coaching, Essey has supported over 100 leaders working at several government agencies, including the departments of Commerce, Defense, Education, Energy, Health and Human Services, Homeland Security, and State. She has also partnered with local governments and international nonprofit organizations such as a D.C. Councilmember's Office and Save the Children International.

Essey is a former licensed therapist with a Master of Social Work from Temple University and a Bachelor of Science in Psychology from James Madison University. She volunteers as a community mental health educator to immigrant and minority groups and serves on the governing board of a research institute dedicated to strengthening social bonds among ethnic and religious groups. She has also co-authored a children's book, a cookbook, and several policy briefs on immigration and immigrant integration in the United States.

*Please note that graduates' latest bios are updated annually. Please contact Keisha Berkley at [keisha.berkley@nih.gov](mailto:keisha.berkley@nih.gov) if you have an update you'd like reflected out of cycle.*

# Crosswalk to NIH Executive Proficiency Model

Learning Objectives NIH Executive Proficiencies	Methodology	OPM Executive Core Qualifications (ECQ)
<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>