NIH Executive Leadership Program

PARTNERSHIP FOR PUBLIC SERVICE
The Partnership for Public Service and NIH

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.

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 unique feature of the ExLP is the integration of formal instructor led coursework with experiential hands-on learning.

Key areas include:
- Peer Advising/Mentoring
- Access to NIH senior leaders in the form of:
  - Panel discussions
  - Themed-lectures
  - Special events

NIH leadership will play an active and integral role in the 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 as 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 5” leaders should participate in the ExLP to increase their effectiveness in current and future positions, including future “acting” roles.

Existing “Top 5” 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.

2018-2019 NIH Executive Leadership Program Schedule

Orientation
July 11, 2018 (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 12-14, 2018  
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 examine “situational leadership” concepts and develop individualized approaches to leading effectively in their current NIH context.
- Participants will explore emotional intelligence theory and apply insights into their relationship-building strategies.
- Participants will explore the dimensions of executive presence and authenticity and assess their ability to influence and motivate critical stakeholders.

Session 2: Executive Communication  
October 10-11, 2018 (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.
Reflections: Insight from Former NIH Leaders
October 24, 2018 (1 day)
NIH Campus, Natcher, E1/E2

Session 3: Leading Amid Uncertainty
November 7-8, 2018 (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, and how to partner and leverage these relationships to develop appropriate solutions to organizational challenges.

Action Learning Work-Out
December 5, 2018
Partnership for Public Service (Washington, DC)

Café/Meet and Greet with NIH OD Leaders
December 6, 2018
NIH Campus, Natcher, E1/E2

Session 4: Leading Change & Innovation
January 23-24, 2019 (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 explore key elements of an “innovative mindset” and develop strategies to integrate innovation in problem solving activities.
• Participants will examine the evolving priorities of NIH and its constituents, and develop strategies to promote buy-in to build a defined “future state” and achieve 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.

*Café/Meet and Greet with IC Leaders/Or Other NIH Special Event*
February 6, 2019 (8:30-Noon)
Natcher, NIH Campus

**Session 5: Commitment to Public Service**
February 12-13, 2019 (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.

*Graduation*
March 13, 2019 (8:00 - Noon)
Building 35 A, 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.
Marie Westbrook, Ph.D.

Dr. Marie Westbrook has over twenty years’ experience in public sector leadership, management and consulting. 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 education 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.

Dr. Jeffrey R. Ash (Leading Amid Uncertainty)

Jeffrey R. Ash is currently Associate Dean, Diversity and Inclusion, and Assistant Professor at the University of Maryland, Baltimore, (UMB) School of Nursing and currently serves on the Board of Trustee’s at Mary Baldwin University, Staunton, Virginia. Prior to becoming part of the UMB family, Dr. Ash, was at The University of Maryland, Baltimore County (UMBC) as Clinical Associate Professor, in the Erickson School, for Management of Aging Services. Prior to his faculty appointment at UMBC, Dr. Ash served in the Federal Government as an Assistant Professor of Leadership and Management at FDIC in their corporate University, and as a Management Analyst at the U.S. Department of State, in the Bureau of Human Resources, Accountability, Oversight, and Evaluation Division.

Dr. Ash’s professional experience also includes over eleven years at the University of Maryland, College Park where he served as a Benefits Retirement Counselor and
Organizational Development and Training Counselor. Also at the University of Maryland, he served as an Organizational Development consultant, volunteer member, for the Center for Leadership and Organizational Change. Dr. Ash instructional expertise has been in teaching Leadership Development, Race and Gender Relationships, and Dialogue Facilitation in Diversity and Inclusion, and building Trust in the workplace. Dr. Ash is currently working toward publishing a book, 9 School House Lane, a tribute to Grandmother's underscoring the importance of older adults in the family and establishing faith in children at an early age. He has also published a chapter “Dimensions of Diversity” in the Ronch, Weiner text, Person Centered Elder Care (2013) and a sidebar article, The Underground Communications Network in the Nov/Dec. 2009 Issue of Diversity Executive.

His academic background includes: Dr. Ash is an experienced presenter, presenting at conferences, leading plenary sessions, and keynote speaker. Dr. Ash academic background includes: Bachelor of Science Degree in Economics, from Towson University, Master of Science Degree in Human Resources Management from University of Maryland, University College, and a Doctoral Degree in Urban Educational Leadership, from Morgan State University.

Linda Seestedt-Stanford (Leading Change and Innovation)

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

Roger Campbell

Roger Campbell is a former Chief Human Capital Officer, with more than 29 years of experience as leader within the federal government. Since retiring in 2001, Roger has worked for some of the most respected management-consulting firms in the country and has had the opportunity to work as a consultant for several federal agencies, where many of his clients have been scientific professionals and engineers.

Becky Lee

Rebecca Lee has over 30 years of experience within the federal sector, two years with Korn/Ferry as a Senior Consultant and now has her own coaching/consulting business. Becky coaches leaders from senior executives to first-line supervisors in long-term coaching relationships and through leadership programs. She is an innovative organization development consultant and experienced executive coach who is known for her ability to connect with leaders, helping them to become more self-aware and achieve their business results. She coaches leaders and groups at all levels within the public and private sector.

Jeanne Oliver

Jeanne is a highly skilled Certified Leadership Coach and Performance Consultant with extensive experience designing, developing and delivering leadership programs, psychometric assessments and performance coaching to a variety of federal government leaders.

She specializes in brain-based coaching – using neuroscience and various branches of psychology (cognitive, developmental, behavioral, personality, and industrial/organizational) to help clients understand how their thinking styles, mindset, emotions and conceptual ability impact personal effectiveness. She helps clients broaden their perception of events happening around them through effective questioning, guided reflection and coaching tools, and to identify practical behaviors and techniques they can use immediately to improve outcomes.

She works with federal government leaders and private sector executives at all levels (including SES) who wish to improve leadership skills such as conflict management, leading people for high performance, influencing and negotiating, strategic thinking and innovation, and stress management. She has over 20 years of experience in leadership and
management roles and brings in-depth knowledge of what makes an effective leader and how to build high-performing teams. She also brings 15 years of experience implementing U.S. government programs and background coaching science and technical experts who transition to levels of leadership requiring more focus on leading and developing people and managing complex organizations.

Jeanne currently provides individual coaching and customized leadership programs, facilitates interpersonal conflict resolution and teaches leadership topics such as collaborative leadership, effective communication, managing conflict, leading change, emotional intelligence, and trust and team building. She holds two coaching certifications, multiple certifications for psychometric assessments and 360 assessments, and an MBA in International Management from Thunderbird School of Global Management. She is also a member of the NeuroLeadership Institute, International Coach Federation and the American Society for Training and Development.
## Crosswalk to NIH Executive Proficiency Model

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