



## CONCURRENT SESSIONS

### TRACK: Sphere of Influence

#### **Culture, A Driver of Organizational Performance & Employee Engagement**

*Lahaja Furaha, Organizational Culture Practice Lead, Management Concepts*

Culture is a significant driver for improving organizational performance. Culture reinforces strategic direction by aligning “what” the organization does with “how” and “why” it does it. Culture is both a cause and effect of behavior throughout an organization, affecting positive outcomes such as productivity, a sense of purpose, understanding goals and conversely negative outcomes such as decreased loyalty, retention, lack of motivation. Culture can enable or hinder work on a specific performance problem, challenge or goal. When there are discrepancies between expected values and actual behaviors, it takes getting the right group of people together to identify and resolve the misalignment.

What happens when you focus on culture? Organizations:

- Increasing employee engagement at the individual and team levels of the organizations.
- Identify the behaviors, values, and norms that are contributing to the issue and create a roadmap to reduce negative behaviors and create positive norms
- Create an environment where employees feel valued
- Help leaders align together and with organizational practices

#### **Leading While Green: How Emerging Leaders Can Ripen into Effective Leaders**

*Pierre Quinn, CEO, The Cardell Group*

The real world doesn't always look favorably upon beginners, who are often treated like green bananas and told to sit on the shelf until they can be useful. Young leaders who are given the opportunity to excel are consistently reminded about their inexperience and the difficult road ahead of them. In this session, Pierre Quinn shares strategies and stories that can help emerging leaders demonstrate effective leadership while they are on the journey to ripening well. After teaching leadership principles to college students for over 10 years, Pierre is now on a journey to help people from all walks of life transition into effective leaders.



## **Who is Fit for Executive Leadership**

*Donald G. Zauderer, Ph.D., Associate Professor Emeritus, Department of Public Administration & Policy & Eileen Corwin Mason, Former Senior Deputy Chairman, National Endowment for the Arts*

For more than 42 years the Key Executive Program has prepared federal managers for executive roles in government. In building the curriculum, program directors have followed OPM's Executive Core Qualifications. To our knowledge no such guidance has ever been used in vetting presidential candidates. Through an analysis of more than 25 books on leadership and the presidency, we have developed such a framework. Currently the assumption is that successful people from many walks of life could be worthy candidates for the presidency. Oprah Winfrey, for example, has been promoted as a potential candidate even though she has no experience in governing. While the presentation focuses on the presidency, much of the discussion will apply to other high-level executive positions.

We have identified and defined six roles, seven personal qualities, and eight tasks that are essential to performing successfully as the chief executive of the United States. We have also developed questions that the media and citizens can ask when vetting candidates. We suggest that if such a framework were used, we would select better candidates more of the time, and that our democracy would be stronger.

## **Credibility Framework for Leaders**

*Percy W. Thomas, Center for Leadership and Management Instructor Leadership Training Consultant; Graduate School USA; My Career Target LLC; Heralds of Hope Theater*

Leadership Credibility Framework is a conceptual framework for leaders to consider when endeavoring to encourage ethical standards of conduct at the non-supervisory, first-line supervisor, second-line manager, and senior executive levels. The workshop will provide participants with the opportunity to build on their experiences in ensuring public trust, adhering to ethical standards, leading with integrity, and establishing leadership credibility.

The focus of the workshop centers on a framework that consists of three leadership practices:

1) Ensuring Public Trust, 2) Ethics, and 3) Integrity. Included in the presentation will be principles, and tips for avoiding the pitfalls employees make in fulfilling their supervisory, management, and executive responsibilities. People will have the chance to observe and/or practice leadership credibility skills and to give and receive feedback on strengths and areas of development. The workshop will give participants instant feedback regarding their leadership credibility.



## **TRACK: Innovation in a Box**

### **Using Appreciative Inquiry to Drive Innovation**

*Meredith Persily Lamel, CEO, Aspire @ Work; Adjunct Professorial Lecturer, American University*

Appreciative Inquiry is an articulated theory that rationalizes and reinforces the habit of mind that moves through the world in a generative frame, seeking and finding images of the possible rather than scenes of disaster and despair. (Magruder Watkins and Cooperrider)

In this interactive workshop, participants will learn the power of Appreciative Inquiry for generating creative ideas, solutions, and experiences. Too often we think that creativity has to be “out-of-the-box” or never been done before. However, so often, we have the ideas and experiences within us and we just need to access and then apply to a new situation.

Appreciative inquiry leverages the best of us: our strengths, our diversity, and our experiences. We ask questions through a positive frame, creating a life-giving conversation of new possibilities.

In this session, you will learn the steps of Ai so that you can apply them informally through your conversations or more formally through a structured problem-solving process. You will leave appreciating the power of Ai and ready to apply it to your agency!

### **Innovate Where You Are**

*Angelo Ioffreda, Chief Engagement Officer, IO Spark Communications  
MBA, MA, ACC*

Innovating where you are – like leading where you are – “requires hard, focused, purposeful work,” in the words of Peter Drucker. It’s not as simple as a brainstorming session. In this interactive discussion, we’ll explore the sources of innovation, where to look for it, the qualities leaders need to foster it, and how to build a diverse and inclusive team environment that provides the fertile ground for innovative thinking and experimentation. Participants will have the opportunity to explore their own innovation ideas and steps to take to foster a culture of innovation.

Facilitated Discussion: This will be a facilitated discussion with work in groups and pairs to explore various aspects of how they can innovate where they are. Participants will make use of worksheets to determine where and how to focus their efforts to create a culture of innovation.



## **Five Attributes Innovative Leaders Share**

*Jeffrey Phillips, Director & Senior Consultant, RTI Innovation Advisors*

In this session we'll examine the truths and myths about innovation leadership. You'll learn about some of the most important innovation attributes and characteristics of strong innovation leaders and how to build your own skills as an innovation leader while simultaneously shaping the innovation environment around you. We'll examine some innovation leadership myths, consider why some companies are more successful than others, and use several methodologies or constructs to help consider and evaluate your innovation leadership strengths and gaps.

## **Strategies for Building Sustainable Cultures of Innovation in Non-Product Organizations**

*Troy Barker, Senior Vice President, ICF*

Building a sustainable culture of innovation in a non-product organization is a distinct challenge. This session will be a facilitated discussion that enhances attendee understanding of the core components of a sustainable culture of innovation while also enabling them to experience a workshop format that attendees can take back to their organizations for advancing their ideas. The session's introductory discussion will explore why execution and innovation require fundamentally different approaches within an organization, a three-box framework for acknowledging and managing the tension between execution and innovation, and the building blocks of a sustainable culture of innovation including specific examples of tools and tactics that attendees can use in their organizations. Attendees will then be led through an abbreviated innovation workshop focused on designing and advancing their organizational innovation programs. Attendees will leave the sessions with not only a better understanding of how to pragmatically advance a culture of innovation in a non-product organization but also will have experienced a unique workflow that can be used to drive action on their internal challenges going forward.

## **TRACK: Diversity & Inclusion**

### **Broadening Participation**

*Kaye Husbands-Fealing, Chairman and Professor, Georgia Tech,  
Zina Sutch, Deputy Associate Director of Outreach, Diversity & Inclusion Center,  
OPM & Bill Valdez, President, Senior Executives Association*

The Federal diversity and inclusion initiative has made great progress over the years, but progress has not been as rapid as hoped for. This panel will discuss new approaches the Office of Personnel Management (OPM) is exploring along with a new initiative by the Senior Executives Association (SEA) that are intended



to “broaden participation” by tying D&I efforts to mission accomplishment and rigorously assessing the impact of D&I programs. The Broadening Participation program at the National Science Foundation will be used as a successful example of how to make progress on D&I initiatives.

### **Inclusion: If You Can’t Stand the Heat, Stay Out of the Kitchen**

*Abigail Norville, Director Human Resources, Communication & Legal Counsel,  
City of Rotterdam*

The practice of diversity and inclusion has always been problematic regarding achieving success, explaining the importance to the workforce. Additionally, migration to a diverse and inclusive culture may not come naturally for some leaders.

The City of Rotterdam is one of the biggest employers in the Netherlands with 11,000 employees. Despite the fact that Rotterdam is home to citizens from over 170 nationalities, the city government demographics consisted of predominately white Dutch, with an average age of 48 years. This homogeneity was noticed by the city’s mayor, who wanted a city government more reflective of the city’s population.

The City of Rotterdam decided to assess and change the way it recruited its Trainee program to embody the change. The change identified hidden patterns of prejudice, implicit bias, and greed, which were addressed. This change in recruiting, resulting in a new program with 15 extra Young Trainees from diverse and inclusive backgrounds starting their career with the city of Rotterdam and the inclusion rate in the regular trainee group increased with 10%.

In this Lecture, the City of Rotterdam’s Director of Human Resources shares her personal connection to this culture change within her division personifying the beliefs that “if you can’t stand the heat, stay out of the kitchen”.

### **Generational Differences in the Workplace – Reap the Benefits!**

*Gloria Parker, President & Senior Consultant, Parker Group Consulting*

“Generational Differences” in the workplace has become a hot topic in the work environment. Many managers and executives feel challenged by the diversity of the generations all working in one environment. There are five generations in the workplace today. They include Traditionalists, Baby boomers, Generation X, Millennials, and Generation Z. Each generation brings unique skills and thinking to the organization where they work but in many cases the organization’s generations misunderstand each other. Each generation needs to be nurtured to enjoy their work environment, be productive, and contribute significantly to the outcomes expected in the places they work. They each need to be motivated given their own unique values. This session will help you recognized the 5 generations, understand what makes each one tick, learn how to nurture them in the environment and how to foster an environment where each generation works well and productively together.



You will learn best practices on how to effectively communicate with and motivate a diverse generational workforce. Learn to recognize and leverage their strengths in a way to improve the organization. Learn to discuss the “why’s” of the differences, not the “what’s”. Why unites; what divides. This session will utilize multiple teaching techniques.

## **Analyzing Ethnic Identification for Promoting Effective Diversity & Inclusion Strategy**

*Warren Dukes, Academic Program Manager & Continuing Lecturer,  
Purdue University*

The myriad of police-involved shootings of Black males in predominately minority communities has witnessed national scrutiny on police officers training and legal practices, and police executives ineffectiveness in police accountability. The police identity and its legitimate role in the manifestation of racialized injustices have served to widen the vacuum of trust already depleted between the police and Black communities. Arising through the perils of these most recent events of police-citizen homicides is the urgency to understand the police identity. What is occurring within the socialization process of police officers’, and subsequent identification with the police organization that assists understanding on police officer’s interface with members of minority communities? This presentation reports on findings from a study measuring ethnic-identification among Black police officers to explain the particular role that race has in these officers’ socialization into police occupational cultures. An innovative model is presented to promote greater effectiveness of diversity and inclusion programs in understanding conditions specific to occupational cultures impeding promotional mobility within organizations.

## **TRACK: Driving Change**

### **Speech in the Federal Workplace: Free or Fettered?**

*Joseph Kaplan, Founding Principal, Passman & Kaplan PC; Adjunct Professor, AU SPA; Adjunct Professor, AU WCL & Ana Marrone, Chief, Hatch Unit*

In these divisive times, federal employees are feeling less encumbered to share their thoughts about political developments, hot-button cultural issues, religion and even President Trump, in the workplace. These discussions can lead to tensions which sometimes affect employee morale, decorum and even productivity. Some speech is outright prohibited. But which? Some speech is outright protected. But which? How are managers to deal with these issues? Is discipline allowed? If allowed, is it appropriate? Our panel of experts will provide guidance to allow managers to react appropriately without violating employees’ rights and protecting the integrity of the federal agency.



## **How the Program Support Center Improved Its Workforce Experience and FEVS Scores**

*Kristen Bensley, Senior Consultant, LinkVisum Consultant Group, Fatimah Moody, Owner, LinkVisum Consulting Group, Russell Robinson, Director Organizational Development & Leadership, Program Support Center/US DHHS & Michael Weiss, Director of Communications, Program Support Center/US DHHS*

After reviewing the 2016 Federal Employee Viewpoint Survey (FEVS) scores for the Program Support Center (PSC), a component of the US Department of Health and Human Services, PSC leadership shifted from a customer-centric to an employee-centric focus. This decision was the culmination of experiencing several negative employee engagement outcomes, such as low morale and job performance, and a turnover increase occurring at all levels throughout PSC.

To improve the workforce experience, PSC's internal Organizational Development Leadership (ODL) team partnered with LinkVisum Consulting Group, Inc. to conceptualize, develop and implement the PSC Employee Engagement Plan. As a result, a comparison of PSC's 2017 and 2016 FEVS survey data revealed increases in the Global Satisfaction Index by 31%, and the Employee Engagement Index by 12%. These impressive gains demonstrate the measurable progress over the year.

During this 60-minute Facilitated Discussion, PSC and LinkVisum team members will engage the audience in an interactive discussion addressing the following aspects of the PSC Engagement Plan: Employee Engagement, Conceptualization and Development, Change Management Implementation, and Sustainment. The goal of this session is for public sector leaders to recognize the tools in their arsenals to foster workforce experience improvements, with impactful results that permeate throughout the organization.

## **Inquiring Leadership: Fast Track for Innovation, Engagement & Change**

*Marilee Adams, Founder & CEO, Inquiry Institute*

Inquiring leaders have the requisite mindsets and skillsets to lead the future. Two quotes capture the importance of Inquiring Leadership. Peter Drucker said: "The leader of the past was a person who told. The leader of the future will be a person who asks." And Michael Marquardt wrote: "Poor leaders rarely ask questions of themselves or others. Good leaders, on the other hand, ask many questions. Great leaders ask the great questions."

This workshop will provide an experiential and practical introduction to the mindsets, skills, practices, thinking and communication styles, and "ways of being" of Inquiring leaders. The goal is for participants to be inspired to integrate what they learn into their own leadership roles and/or into their own work with helping leaders develop. The content is primarily based on the presenter's book, *Change Your Questions, Change Your Life: 12 Powerful Tools for Leadership, Coaching, and Life*. The material in this workshop has practical implications and applications for each of the tracks in the conference.



## **Embracing Disruptive Change**

*Wynn Coggins, Deputy Chief Administrative Officer, USPTO, Karl Schneider, Deputy Chief Management Officer, Army, Bill Valdez, President, Senior Executives Association & Reginald W. Mitchell, Chief Financial Officer, U.S. Agency for International Development*

Career Federal senior leaders are continuously grappling with disruptive change created by evolving national priorities, exponential technology developments, and unfolding domestic and international crises. Senior leaders must adapt to this disruptive change to successfully deliver on their mission responsibilities, but a survey of Federal career senior executives conducted by the Senior Executives Association in 2016 indicated that many career leaders do not believe they are sufficiently empowered or prepared to deal with disruptive change.

This panel of career SES will explore ways that leaders can manage disruptive change, improve agency resilience, and balance risk/reward during times of crisis.

This will be a moderated discussion. The moderator, Karl Schneider, will present the relevant SEA survey results and then lead a discussion with expert panelists.

## **TRACK: Opportunity Knocks**

### **Applied Pracademics: Turning Academic Theory into Every Day Application**

*Sheila Embry, Supervisory Chief of Staff, U.S Citizenship & Immigration Services & Richard Schuttler, Organizational Troubleshooter, LLC*

Did you leave the last conference or finish reading the last leadership book excited about the possibilities but then become too distracted by daily work challenges to implement any of those ideas? Or did you, fresh from achieving your degree, tell your boss all the great theories and ideas only to be shut down because they couldn't see how the academic theories and studies applied to the daily mission of their office? Drs. Embry and Schuttler can help build the bridge between academics and practical application. With 25 years with the federal government, 23 years active duty military, and 30 years in private consultation, they are here to share some practical, ready-to-apply techniques (with job aids) to assist you in the areas of improved communicate skills, employee engagement, and performance management. Whether you are a new leader or an experienced leader looking for a new way to reengage your employees, this instructional/experiential session will provide you with takeaways you can use immediately.



## **The Leadership Paradox: It's Not Them. It's You.**

*Connie Chang, Founder, CNKC Enterprises LLC*

Have you noticed the level of attention paid to how we ought to lead people, projects, source evaluation boards, operating units, divisions, agencies, and even our families where our eyes are seeing out and our minds are on how we can move others?

We often forget that leadership starts with ourselves first. Leadership is not a position and it is not static. Leadership is a journey.

By cultivating self-awareness, conjuring up courage, focusing our energy, and setting an intention for change, we can embark on our own personal leadership journey to create the life we wish to lead.

When we take action to change our lives to be in closer alignment with who we wish to be, we become more effective leaders elsewhere—the kind that others wish to follow. We will find ourselves more equipped to lead others on a project, through a strategic change, to fulfill an important government agency mission, or to become better leaders themselves.

Our personal leadership journey does not have to be a solo trip. There is power in numbers. Finding your tribe to embark

on personal change so that your leadership sparkles is what this session aims to ignite.

## **New Management Strategies for the Digital Age**

*Michael Song, CEO, GetControl.net*

Our breakthrough class, New Management Strategies for the Digital Age will enable leaders to discover how to boost engagement and build team unity via improved e-communications; discover amazing, quick-to-learn, easy-to-use tips to share with the leader's team; and learn new, powerful ways to transform an ordinary team into a tech-savvy productivity powerhouse. Leaders will discover secrets for coaching in a tech-driven, 24-7, always on, virtual work environment. The learning objective of this class allows leaders to assess their Get Control! Of Leadership TQ (Tech Quotient) Profile while saving themselves and their direct reports 15 days a year via the smart use of technology. Who should attend? Any leader or team member seeking to boost performance via technology and anyone managing people who use technology like Outlook, Windows, smartphones, etc.



## **Off the Wall and onto the Table: Collaborate to Innovate**

*John Hall, Design and Analysis Principal, The MITRE Corporation & Nancy Letsinger, Human & Organizational Systems Department Head, The MITRE Corporation*

To successfully innovate, leaders must actively engage their stakeholders in the development of new solutions. However, determining ways to effectively engage stakeholders can be challenging. In this session, we will introduce an innovative tool called the Agile Capability Mashup Environment (ACME) for engaging stakeholders in a collaborative process to develop creative approaches for new solutions.

Based on design thinking, ACME provides a creative, collaborative environment that allows groups to explore and critique ideas. It's simple yet powerful in the way it encourages people to collaborate, move around and visualize their ideas in two and three-dimensional ways, and allows ideas to be seen and examined by a group.

During this session, participants will have the chance to learn about the tool and its applications to a variety of leadership challenges, to practice and experience it, and to discuss how they might apply or adapt the tool and techniques to their own work.