National Institutes of Health

NIH Senior Leadership Program

UNIVERSITY OF MARYLAND

NATIONAL INSTITUTES OF HEALTH

The achievement of our scientific goals at NIH is linked inextricably to the leadership we foster among our scientists and administrators. NIH's leadership challenges are unique in many respects: we must excel as scientific entrepreneurs while managing within the rules and regulations of the Federal government; we must recognize and leverage our common interests across the ICs; and, increasingly, we must lead staff at all levels to welcome and seize the opportunities inherent in change.

Since 2001, the NIH Senior Leadership Program has assisted our senior scientists and administrators in developing the leadership competencies necessary to meet these and other leadership challenges at NIH. ICs are invited to nominate a team of senior scientists and administrators to participate in the NIH Senior Leadership Program, which will be running throughout FY 2009. The class will consist of a roughly 50-50 mix of senior scientific and administrative leaders in teams of 4 to 6 members from each of 5 to 6 ICs.

I am enthusiastic about this important educational opportunity and urge you to consider participating.

Elias A. Zerhouni, M.D.,
Director

"An engaging, rewarding experence! The NIH Senior Leadership Program provided me with powerful insights and practical tools for leading and managing extramural scientific programs at NIH."

Dr. James P. Kiley,
Director
Division of Lung Diseases,
National Heart, Lung,
and Blood Institute

LEADERSHIP   FOR   SCIENTIFIC   ACHIEVEMENT

The Program

Purpose

The NIH Senior Leadership Program provides senior NIH scientific and administrative leaders with the opportunity, working with a select group of peers and scholar-practitioners, to:

- assess individual leadership skills and attributes with data and multiple feedback opportunities, including one-on-one sessions with executive coaches;

- design and implement a personal leadership development plan;

- enhance capacity to lead for scientific results at NIH, including the ability to use data efficiently to drive organizational decision making;

- assess and address the organizational capacities of one's IC;

- develop a systematic approach to negotiation and cross-organizational ventures at NIH;

- think analytically about challenges and strategies for leading organizational change at NIH;

- enhance capacity to analyze and operate effectively in the political systems that impact NIH.

Leadership competencies addressed in the Senior Leadership Program correspond with the following SES Executive Core Qualifications: Leading Change, Leading People, Results Driven, and Building Coalitions/Communications.

The program also complements the NIH Leadership and Management competency model.

Format

The NIH Senior Leadership Program combines case studies, interactive discussions, experiential learning, assessment data, development planning and a three-day residential retreat at the Aspen Wye River Center. The curriculum includes sessions led by renowned scholar-practitioners and leaders, as well as one-on-one feedback sessions conducted by feedback experts. A lead instructor/facilitator provides continuity throughout the program.

"The faculty is outstanding and the customized curriculum is well researched and skillfully designed to address the challenges of leadership at NIH. Our leadership team had an invaluable learning experience that is directly benefitting our IC."

Judith Duff,
Former Executive Officer
National Eye Institute

Registration

WHO

Senior NIH scientific and administrative leaders (e.g., scientific directors, executive officers, executive committee members, division directors, SES/SBRS, and Senior Title 42 or 38) at GS-14, 15 or equivalent and above.

HOW

Course Number: 6600
Course Title: NIH Senior Leadership Program
Nomination Deadline: November 21, 2008

Registration will be available in NIHITS after selections are made. All nominations are vetted through the IC Executive Office. If you meet the qualifications and are interested in participating, please notify your EO.

COST

$6,420 (all-inclusive)

Contact Information

For further information, please contact:
Keisha Berkley
NIH Training Center
Phone: 301-451-7303
Fax: 301-480-3197
E-mail: Berkleyk@od.nih.gov

The NIH Senior Leadership Program was created by the NIH Office of Human Resources in partnership with the University of Maryland.

Program Schedule

Orientation Session

NIH CAMPUS
9:00 AM -12 NOON

FEATURES
- Introductions and program overview
- Survey of NIH leadership challenges
- Distribution of assessment tools

Days 1-3

RESIDENTIAL RETREAT
ASPEN WYE RIVER CONFERENCE CENTER
QUEENSTOWN, MD 21658

FEATURES
- Learning emotional intelligence
- Assessment data
- Videotaping and activities
- One-on-one feedback with executive coaches
- Draft leadership development plan

Days 4-5

8:30 AM - 4:30 PM
UNIVERSITY OF MARYLAND
INN AND CONFERENCE CENTER
3501 UNIVERSITY BOULEVARD E.
ADELPHI, MD 20783

FEATURES
- Leading for results
- Performance accountability
- Data-based decision making
- Assessing the organizational capacities of the Institute/ Center

Days 6-7

8:30 AM - 4:30 PM
UNIVERSITY OF MARYLAND
INN AND CONFERENCE CENTER
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ADELPHI, MD 20783

FEATURES
- Leading change at NIH
- Assessing negotiation styles
- Negotiation and skilled collaboration

Days 8-9

8:30 AM - 4:30 PM
UNIVERSITY OF MARYLAND
INN AND CONFERENCE CENTER
3501 UNIVERSITY BOULEVARD E.
ADELPHI, MD 20783

FEATURES
- The necessary art of persuasion
- Leveraging the romance of leadership
- Leadership in a political environment
- Leading change at the Institute/Center
- Finalize leadership development plan

Coaches

Mary Parish

Mary Parish is President of MVP Associates, a management training and consulting firm, in business since 1978. She has experience and credentials in human communications. She has worked with a wide array of private and public sector organizations.

Dr. Geno Schnell

Dr. Geno Schnell is an independent consultant focused on the areas of leadership development and organizational change. Clients have engaged Geno as coach, facilitator, trainer, advisor and designer to help them develop robust solutions for complex problems.

Philip Lee

Philip Lee is the Principal of the Results Leadership Group. Mr. Lee is also a Senior Fellow at the School of Public Policy at the University of Maryland College Park. Mr. Lee designs and teaches executive programs for government agencies, non-profits and other organizations in leadership, organizational development, negotiation, and results-based accountability.

Dede Osborn

Dede Osborn is a leadership specialist working in organizations struggling with change and multi-cultural complexity. She has served as adjunct senior faculty and executive coach for the Center for Creative Leadership (CCL) for the last 25 years.

Dr. Edmond Bazerghi

Dr. Edmond Bazerghi is an executive trainer and coach from Austin, Texas. He is also a psychologist in private practice, and is licensed in the State of Texas as a Health Service Provider.

Dr. Regina Romero

Regina Romero, Ph.D., is a clinical psychologist in an independent executive coaching and leadership development practice. Her focus is on helping individuals, teams and organizations maximize their effectiveness by identifying their strengths, challenges, and goals, and clarifying a path to optimize their capacity to grow and have impact.

Patrick Flanagan

Patrick Flanagan has been an executive coach and organizational consultant in the Washington, D.C. area for over twenty years. The central focus of his business is to assist individuals and groups to function more effectively in the work place.

Speakers

Philip Lee

Philip Lee is the Principal of the Results Leadership Group. Mr. Lee is also a Senior Fellow at the School of Public Policy at the University of Maryland College Park. Mr. Lee designs and teaches executive programs for government agencies, non-profits, and other organizations in leadership, organizational development, negotiation, and results-based accountability.

Andrew Burness

Andrew Burness is the founder of Burness Communications, a Washington, D.C.-area firm. Burness' work in domestic health and social welfare spans medical ethics to public health to U.S. health policy to international development.

Dr. Roderick K. King

Dr. Roderick K. King is currently Senior Faculty, MGH Disparities Solutions Center and faculty in the Department of Social Medicine at Harvard Medical School. In addition, Dr. King is the president of Next Generation Consulting Group, an organization that focuses on promoting positive social change through strategic planning, leadership and organizational development, evaluation, and cultivating social entrepreneurship to build healthy communities.

Steve Denning

Steve Denning, an organizational storyteller, is the author of the acclaimed books, *The Secret Language of Leadership* (Jossey-Bass, October 2007) and *The Leader's Guide to Storytelling* (Jossey-Bass, 2005). From 1996 to 2000, Steve was the Program Director, Knowledge Management at the World Bank, where he spearheaded the organizational knowledge sharing program.

Dr. Jay Conger

Dr. Jay Conger is Professor of Organizational Behavior at the London Business School and Senior Research Scientist at the Center for Effective Organizations at the University of Southern California in Los Angeles. Formerly the Executive Director of the Leadership Institute at the University of Southern California, Jay Conger is one of the world's experts on leadership.

Prof. Homer La Rue

Prof. Homer La Rue directs the Howard Law School Alternative Dispute Resolution Clinic and curriculum, and formerly directed the Law School's Clinical Law Center. Prof. La Rue who, in addition to his J.D., has a Masters Degree in Industrial and Labor Relations, and has extensive experience as a labor and employment law attorney.