

THE LEADERSHIP LANDSCAPE

*A periodical published by the faculty of
the Federal Executive Institute to help
you continue your growth as
a public sector leader.*

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Upcoming Center for Global Leadership programs at FEI:

Aspen Institute Seminar on Global Values and Leadership

March 9-12, 2010
Charlottesville, VA

FEI in China: The U.S. China Executive Program

April 14-24, 2010
Beijing, China

Leadership for a Global Society

May 10-14, 2010
August 2-6, 2010
Charlottesville, VA

Welcome To The Leadership Landscape:

In a September 2009 interview on National Public Radio, US Ambassador to the United Nations Susan Rice commented that the United States is attempting to adopt a more multilateralist posture simply because “The nature of the challenges we face are truly global.” That goes for the nation as a whole and for the public servants in its employ. At ever greater risk to our leadership success, we perilously ignore the global dynamics surrounding us, the transnational perspectives that can enrich our leadership, and the evolving international networks of governance that increasingly define our work. This volume of FEI’s *Leadership Landscape* helps frame a range of contemporary global leadership issues, and we hope it will spark your further exploration of this defining issue for today’s public sector leaders. Happy reading.

-Dr. Pete Ronayne, FEI Senior Faculty

Wellness and Balance Tip of the Month:

For a slim figure, share your food with the hungry.

This line is from a favorite poem of Audrey Hepburn’s and is even often misattributed as the words of the dancer-actress turned humanitarian worker. As a Goodwill Ambassador for UNICEF, Hepburn led a mission to raise public awareness of this organization’s mission and work. As a starving child herself after WWII, Hepburn experienced first hand the need for food and medical relief efforts.

In an increasingly globalized society, ease in helping those around the world is one of the many positive outcomes. In addition, do you want to relieve stress, have a creative outlet, and bring more purpose to your life? Modern research and age-old wisdom both confirm the benefits of giving, to both the recipient and the giver. So get involved with world hunger relief, whether it’s through sponsoring a child in Bangladesh or donating to your local Food Bank.

Feeding America: http://feedingamerica.org/default.aspx?show_shov=1/

Save the Children: <http://www.savethechildren.org/>

UNICEF: <http://www.unicef.org/>

Audrey Hepburn Children’s Fund: <http://www.audreyhepburn.com/menu/index.php>

Global Affairs- An Urgent Call to Leadership by Michael Rawlings, FEI Senior Faculty

“I look forward to an America which commands respect throughout the world, not only for its strength, but for its civilization as well.” John F. Kennedy

The Global Context and the US Federal Executive

In late 2009 the United States is embroiled in two major regional wars in Afghanistan and Iraq, the value of the US dollar is at historic lows, the world has been suffering the worst economic challenge since the Great Depression, and international trade and economics play an increasingly critical role in the well-being of the United States with direct implications for average US citizens. The post-9/11 nation is for the first time in our history acutely aware of and focused on the threats posed by domestic terrorism. In the Post-Cold War the United States is the sole military superpower. NATO has expanded its membership to 26 while simultaneously expanding its mission and influence. The focus of the world is on threats posed by global warming with increasing awareness of the borderless quality of both cause and effect and the need for urgent collaboration. Issues including famine, disease, regional war, genocide, sustainable and equitable development and human rights continue to be urgent and demanding, yet they are often eclipsed by our own economic, security and environmental concerns.

There is a reasonable expectation by US citizens and people around the world that public leaders of the wealthiest and most powerful country will be educated about and responsible for international as well as domestic issues in our increasingly global community. Shared leadership and collaborative problem solving, combined with a rise in democratic governments and free-market economic systems, are requiring that today's leaders rethink the way that we are interacting with the rest of the world.

This is a demanding and exciting time where public servants are increasingly in positions to serve and guide their agencies and elected officials in matters of international policy and by offering substantial long-term global relationships. More public servants than ever before in our history have the opportunity and responsibility to address these urgent challenges. One study suggests that 40 percent of US Federal senior executives report that their work has international implications.¹ In another recent survey, 75 percent of US Civil Service and members of the Senior Executive Service whose responsibilities had policy implications reported an international aspect to their work or the work of their office.² A significant majority of the same respondents indicated both a desire and need for further training in international issues, bilateral/multilateral relations, and country or regional expertise.

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Global Leadership Competencies

How will this happen, and how well equipped are we to meet these challenges? What is the relationship between 9/11 and leadership in international politics? How have US actions in the post-9/11 world affected our ability as public sector leaders to influence global trends in public policy or in providing multinational values-based leadership? As public sector leaders we must be aware of the urgency for identifying and developing relevant competencies, key alliances and collaborative global leadership practices at a time when the world is moving more quickly than ever in building a truly global community. We also need to consider how our generation of US leadership – and the generations that follow us – can ensure that our nation remains a relevant and respected leader in global affairs as we were during much of the 20th Century.

It's sobering that FEI surveys have "found that more than two-thirds of US government executives reported that their responsibilities included international work but that the majority of those involved spoke no language other than English and rated their own international proficiency as substandard in most categories."³

In their chapter "Government Perspectives on Competencies for International Leadership," Daniel Spikes and John Stroup present a succinct overview and compelling call to action for the development of an international perspective to the Executive Core Qualifications (ECQs) both for personnel selection and for accountability.⁴ This international perspective would include particular skills and knowledge as well as the temperament required to do public sector work in an international environment.

Global Perspectives is one of four key themes in FEI's *Leadership for a Democratic Society* (LDS) program designed to support executive competency development. The other three themes are: Values-Based Leadership, Transforming Public Organizations, and Public Policy. The Global Perspectives theme focuses on borderless challenges including global interdependence, asymmetrical security threats, rapidly evolving science and technology, dramatic age/demographic shifts, quality of life issues, evolving government structures and concepts, and the changing nature of the US economy. Through the LDS program, FEI offers executives an opportunity to develop a heightened awareness and understanding of major trends in global affairs, recognize growing interconnectedness, think like a citizen of the world, and be aware of national and global issues and impacts on their work.

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Comparative Approach: South Korea



Tae-guk

According to Mr. Yoonkee Chung, a South Korean Government executive who just completed a year researching and serving as visiting faculty at FEI,

“Since the early 1970s, the Korean government has sent its young middle managers to other countries for training and education for a year or two. Nowadays about 250 Korean government employees are going to other countries every year to learn their language, culture and administrative systems to find and transplant the world’s best practices into Korea. As middle managers proceed to executive or higher levels, this program is producing fruit.”

In 2006, the United Nations conferred upon Korea the ‘Government Innovation Award’. Mr. Chung, who is the former Director, Human Resources Reform Strategy Team, has spent years living and studying in different cultures. He further observes that from a Korean perspective,

“The United States is a super-large country and the scale of its territory makes it difficult for people living there to understand how well the world is networked, which is obviously observable outside of the United States. Global perspective is critical to being a member of the networking world, because no country can stand alone in this international network. Ignorance or indifference to international affairs and foreign culture can have significant consequences.”

FEI’s Contribution

FEI makes contributions to executive leadership development in three distinct ways:

1) Stimulating Awareness and Perspectives – Critical Thinking

The Federal Executive Institute specializes not so much in providing answers as in helping leaders think about and form the most powerful questions that will guide their individual visions and the leadership challenges for their agencies. Our Global Perspectives initiatives are similarly focused. What kind of world do we want to create for the next five to ten years? For the next two generations? Who else has an interest in setting those goals, and how can we best work together to create that future? Who will we need to work with in order to achieve those goals? We encourage executives to consider how power and decision-making will be shared in an increasingly democratic world as well as how regional demographic issues impact our planning.

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We contemplate the relevance and impact of religion, including rising fundamentalism, on global issues from conflict and war, to human rights, to economics. We discuss the major threats to peace, stability and prosperity, not only in the US but also around the world.

2) Building Relationships

Essential for the effective global leader of the 21st Century is the awareness, desire and ability to build strong relationships with counterparts in other societies. Americans are fortunate that much of the world uses our language, yet we as citizens and as leaders continue to lag behind in making steps to move toward understanding the rest of the world. As public leaders involved in global affairs, it is essential that we shift this thinking and make the efforts to understand and respect other cultures and other systems.

FEI has a rich legacy of hosting non-US government executives from countries including Australia, Bahrain, China, England, Hong Kong, India, Indonesia, the Republic of Ireland, Kazakhstan, Kenya, Kuwait, South Korea, Latvia, the Netherlands, New Zealand, Nigeria, Northern Ireland, Panama, the Philippines, Portugal, Singapore, South Africa, Sri Lanka and Taiwan. FEI continues to increase international participation in the LDS program and in the past year has hosted its first two non-US visiting faculty members, Mr. Yoonkee Chung from Korea and Mr. Steve Hare from Northern Ireland.

More than twenty years ago FEI and the government of Northern Ireland began a relationship that has become stronger over time and has benefited many public service executives in both countries. Mary Quinn, a graduate of LDS Class 330, and recipient of the United Kingdom's 2008 Leader of the Year award for Women in Public Life offered the following perspective. "This is an excellent programme - all of the content applied equally to me, a Northern Ireland civil servant - a truly global leadership programme"; and "as a result of my participation in this programme, I have made super business contacts with United States counterparts - this will present a great opportunity for future global working." One US executive observed that "during the Aspen Institute course discussions, having a Northern Ireland executive was priceless. He provided a very different perspective, and it helped to open my eyes and broaden my view on world events and what I can do to make a positive difference."

3) Providing Knowledge on International Issues and Trends

FEI provides learning opportunities for knowledge of global perspectives that is practical, relevant and useable. Courses and plenary sessions with a global theme that have been recently offered include: "From Bosnia to Bin Laden", "European-US Relations", "America as Global Leader", "Putin's Agenda for Russia", "China from the Inside Out", "Critical Issues in American Foreign Policy", "The USA and the Global Economy" and "Spirit and Skills of Negotiation". FEI continues to expand our offerings in topics of interest in global leadership through elective courses, plenary sessions and increasingly through presentations and dialogues with key global leaders.

In addition to FEI's work in global perspectives through the LDS program, FEI's custom work has a long history of hosting and coordinating executive and leadership development programs for

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Federal agencies. Since 1999 FEI has delivered the US Agency for International Development's Executive Leadership Program, developed and coordinated by Rossie Carnes. According to Ms. Carnes, more than 1,400 USAID senior managers and executives from over 80 nations have participated in the FEI program. Each USAID class provides networking and information opportunities not only for its members but also through panel forums for participants in the Leadership for a Democratic Society program. Since August 2007, FEI has also worked with the US Department of Commerce, Foreign Commercial Service on its leadership development program. In August 2009 we held the first leadership development program for Band 3 Australian Senior Executives in Charlottesville and Washington, DC.

Summary

Today's Federal executives can no longer solely rely on political leaders or the traditional government leadership in the international sector by the Department of State, Department of Commerce - Foreign Commercial Service, Department of Defense, and US Agency for International Development. It is imperative that we as individual public leaders assume responsibility for developing our own awareness, relationships and knowledge base to develop competencies that will make ourselves and our agencies relevant and competitive members of the global community for the coming century. FEI is committed to providing excellent development and support in global perspectives for both individual leaders and Federal agencies.

Global Perspectives Priorities

The original FEI global priorities have been refined to include over the next several years:

- Delivering "Leadership for a Global Society" focused programs. The first three of these programs have been held in the past year and two more are scheduled in FY '09. These programs focus exclusively on global issues and will be a combination of interactive course work, featured guest speakers, site visits and dialogue focusing on key issues of interest to Federal executives. <http://www.leadership.opm.gov/Programs/Organizational-Leadership-for-Executives/EXE0072/Index.aspx>
- Expanding our Global Issues Speaker Series. We began our quarterly speaker's series in February 2008 with Ambassador Nathaniel Howell, III speaking at FEI on "the Certitude of Uncertainty". This series has continued in 2009 with speakers both at FEI and in Washington, DC including international leaders from the E.U. Commission and the U.K. Parliament.
- Increasing participation by non-US government executives in FEI programs including hosting visiting faculty and executives in residence. Steve Hare, an LDS graduate and Chief Executive, Center for Applied Learning in Northern Ireland, is currently a visiting Fulbright Scholar at FEI through early 2010.
- Delivering interactive experiential opportunities with international organizations for participants across FEI's programs.

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Michael W. Rawlings, JD, is a Senior Faculty member of FEI and is responsible for its Global Initiatives in FEI's Center for Global Leadership. Michael was based in Brussels, Belgium from 1986 to 1995 first at NATO HQ as a Captain, US Army JAG Corps as Chief-USCOB, negotiating claims under the NATO Status of Forces Agreement and serving as the sole administrative and legal affairs advisor for the DOD military civilian communities. He then worked for the Office of the Secretary General of the Commission of the European Union in Human Rights and Central/Eastern European Political Cooperation, taught at the European Business School, served as an officer in the US/EU Chamber of Commerce, and was an executive with two multinationals focused on Corporate and Government Affairs for Europe and the Middle East. He has worked extensively with the World Bank and provided services for National Democratic Institutes for Gaza and the West Bank.

Resources:

¹ Newell, Terry, Dana Brower, and Peter Ronayne, "Global Perspectives for Federal Executives," *The Business of Government*, IBM Business Consulting Services, Winter (2002): 18.

² Spikes, Daniel and John Stroup, "Government Perspectives on Competencies for International Leadership," In Hannah Sistare, Myra Shiplett and Terry Buss (Eds.), *Human Capital Innovations for the 21st Century*. (2009, Armonk, NY: ME Sharpe).

³ Ronayne, Peter, "A World View," *Government Executive.com*, Management Matters, October 5th, 2005, Available at:

<http://governmentexecutive.com/dailyfed/1005/100505mm.htm>

⁴ Spikes, *supra*.

The FEI and Northern Ireland Connection: A Special Relationship by Gerry Beamish

As FEI celebrates its forty-plus years, it can also look back at almost thirty years of participants from the Northern Ireland Public Service. We talk often of the special relationship between the United States and the United Kingdom at a political level but there is no doubt that there is also a special relationship between FEI and the Northern Ireland Public Service. The relationship started on a hot day late in May 1979.

That day six men were getting hot and bothered trying to find their way out of Washington DC and on to Route 29 to Charlottesville. They had reckoned on a three hour journey to the Federal Executive Institute to a meeting with FEI Director Bob Matson and his staff but found themselves driving round what felt like every street and avenue in Washington and still being on the wrong side of the Potomac. Somehow we eventually made it to FEI three hours late for our meeting. It was not an auspicious start for the connection between Northern Ireland and FEI.

Jim Maguire was the Director of Public Service Training Committee (PSTC), an experimental body set up to co-ordinate management training across all publicly funded bodies in Northern Ireland. Part of our remit was to look at what other countries and Governments were doing in this field and to bring back best practices. We had started by looking at the United Kingdom, then some European countries, before Jim gave me the task of "researching the United States." It was as simple an assignment as that! He told me to go to the States for a week and set up a visit for Senior Public Servants to follow up on what I found. In October 1978 I visited OPM and some State and Local organizations in Washington DC, Harvard, MIT, Wharton, AT&T, John Jay College in New York and City Management in all four cities. I can't remember who first told me about FEI but I had no time to visit on that preliminary trip. However when I brought out a group of fifteen senior officials for the follow up visit we organised our introduction to FEI. Our group represented three countries, Northern Ireland, the Republic of Ireland and England.



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The original visitors and FEI Staff from left to right:

Ron Stupak FEI, Geoff Smith Ashridge Management College, Nat Skelton Northern Ireland Electricity Service, Martin Scott, Staffs Council for Health and Social Services, Seamus Gaffney, Department of Public Service Dublin, Gerry Beamish and Jim Maguire Public Service Training Committee, Pat Conklin FEI

Despite our tardiness we were well received, and it quickly became apparent that our approaches to developing leaders in the public service were based on very similar values. The Executive Development Course at that time was a six week programme with study visits although it was soon cut to the more familiar four week format. We left impressed by FEI's approach and recognised that they were ahead of us in the physical provision of development courses.

The Public Service in Northern Ireland in the seventies was experiencing tremendous pressures not just from the violent political situation of the time but also from the seemingly endless re-organisations from the Direct Rule Government in London. When devolved government in Northern Ireland had been suspended in 1972 it was assumed that this would be a short interim measure to restore peace and it resulted in the first Power Sharing Executive. The Ulster Workers strike of 1974 ended that Executive's brief rule and Direct Rule was to continue for another three decades. Public servants were in many ways the cornerstone that prevented anarchy in a turbulent and violent society. Civil servants, teachers, doctors, nurses, local government officials went about their business despite what was happening around them. Utility workers kept supplies running, public housing was centralised, the franchise system was changed, local government re-organised, fire services and police coped with extraordinary demands, yet for many of the public, thanks to the efforts of the Public Service, the affects on public service were barely noticeable.

However Direct Rule also provided opportunities, and in some ways you could argue that if there had been more accountability to local politicians many of the things we did in PSTC would not have happened. There had always been some local suspicion of things invented outside Northern Ireland and, if we had to look outside, London was the normal focus. Jim Maguire's great strength as an organisational leader was that he believed we needed to have a vision well beyond our own boundaries and he encouraged his staff and others to "scan the horizon" Such a policy was not popular in all quarters and our travel budget was closely scrutinised. Jim and I had often talked about the value of exposing leaders to ideas from outside their own culture and how the real danger in a beleaguered and small country like ours was the inward focus on the problems of day to day management. The pressure also encouraged a defensive mentality and the idea that if we could continue our services under such pressure then there wasn't much need to change. We had tried to encourage this outward vision by the traditional method of inviting speakers and experts from outside to visit with us and we had looked at courses in England, France, Sweden and Holland. The problem with courses in England, as far as we were concerned, was that they didn't represent any stretching of physical or cultural boundaries, they were what we had traditionally used. The big problem in Europe was that the courses were largely restricted to participants who were fluent in the local language and this did not represent a large group of public officials.

As we drove back from Charlottesville an idea was already forming in my mind and later in the evening I put the idea to Jim. I suggested that we should offer a scholarship for a Northern Ireland

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participant in the Executive Development Program and link this to a further period of study of some part of Government in the United States. We established costs and budgets and we worked out a competition to select the lucky participant which we could put to our Committee for approval. We had not yet cleared this idea with FEI and I linked with faculty member Pat Conklin at FEI where the idea was warmly received.

We secured funding for two places and selected our first two participants. The first successful contestant was Cecil Ward from Belfast City Council with Eddie McLaughlin from the Labour Relations Agency as the second. Although Cecil was the first to win the scholarship, Eddie was the first to attend the Institute on Session 53 November 1980.

We were delighted with the early reports on the experience, and when Pat and I met to discuss the next stage I was taken aback when he asked me if we could manage six places the next year. I said that we would love to but didn't have the budget. Pat explained in his quiet way that he wasn't asking about money but whether we would have enough suitable candidates. FEI felt that their participants were gaining the same experience of another culture as we had planned for our participants, and that they would fund the additional places to spread that benefit. The link was now well and truly cemented. This also started the tradition of Northern Ireland participants being "required" to present a session on their view of Northern Ireland when they attended their course. Over the years the personal views expressed in these sessions about Northern Ireland have varied with the individual backgrounds of participants. Many times the views have greatly differed from what many US participants had expected, and we hope this has added to the understanding of our situation. I know there have also been times when our participants have expressed views on the United States and its policies worldwide which will have challenged US participants, but that has all been part of the richness of the experience.

Since 1980 one hundred and forty seven participants have graduated from FEI and all of them would attest to the impact FEI had on their lives and career. The statistics on their subsequent careers make impressive reading. I don't know for sure whether we can claim that their success was due to FEI's influence, or that we selected our brightest and best to attend, or it was a combination. In July 2008 Sir Nigel Hamilton retired as Head of the Northern Ireland Civil Service, he was our first Alumni to reach that rank. When he was in post more than 50% of Permanent Secretaries in the Civil Service were Alumni. Sir Nigel says "*FEI was a very significant experience in my career and I have encouraged all my staff to compete for places*" Sir Nigel is now President of the local Alumni Association. Twenty five Alumni became Chief Executives of Government Agencies, and more than fifty became Head of Department in Public Services. I asked John Dowdall, Comptroller and Auditor General and Head of the Northern Ireland Audit Office, an early 1983 graduate, about his reflections on FEI and he said:

"FEI gave me the time to reflect on my personal and professional development – something which I had neither the time nor the inclination to do earlier in my career. The environment in Charlottesville was both challenging and supportive. Everything - the courses, the staff and my fellow participants helped me to take stock of my own strengths and weaknesses as a leader. Even more important, this course was not a one-off upgrade – it gave me an ongoing capacity for personal development which has helped me to face the succession of new challenges which always seem to arise in the public sector. I now send my own staff to FEI and I'm interested when they return to observe that, although the course content has changed immensely since I was there, the personal development experience which they bring back seems to be much as I experienced it 25 years ago."

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These numbers make a significant contribution to the top echelons of Public Service in Northern Ireland. The value of the link can also be measured by the fact that when PSTC was disbanded in the early 1990's the scholarships were continued within the Civil Service and many of the other bodies who had Alumni now fund their own staff to attend FEI. The number of organizations sending participants to FEI has also grown and now non-Civil Servants outnumber the Civil Servants. In 2008 we sent 17 participants from Northern Ireland. The Alumni Association has also grown after a shaky start. Bob Matson visited Northern Ireland after the first few years of the link and the first Alumni were entertained to dinner in Belfast City Lord Mayor's Parlour.

The Association held various meetings in the early years but never really constituted itself properly and was dependent on one or two Alumni taking a periodic interest. Now that it is established on a more formal footing I am sure its influence and value will grow. Current Secretary, Louise Mason of the Audit Office takes an auditor view of investment and value when she says, *"Throughout my career, as a professional accountant, I invested considerable time and energy into developing my professional skills. FEI gave me a unique opportunity to reflect on and address my personal strengths and weaknesses. It gave me time to sharpen the leadership skills that are essential to deliver the core aspects of my job. The FEI experience enables me to react more effectively to the continuously changing environment in which we all live and work"*

Obviously my own link with FEI coincides with the link with Northern Ireland but every time I go back to work there or just visit I still feel the special atmosphere that first attracted me. In recent years going to FEI and finding armed security at the gates made me reflect of those early days when we travelled from a Northern Ireland where tight security was the norm and arrived to a relaxed low key Virginian welcome. Now the roles seem somewhat reversed. Of course after nearly thirty years the world has changed. In Charlottesville the buildings have changed, particularly in the comfort for residents, most of the staff have changed and there are many more courses on offer, but the core of FEI remains as strong as ever. The original need we saw in the Northern Ireland Public service in the seventies is perhaps encapsulated in FEI's definition of leadership. Leadership means thinking beyond your professional, functional and organizational box, seeing the world outside the organization, out into the future, and then figuring out the right things to do (in contrast to doing things right, which is the important province of the manager). Today in Northern Ireland as we struggle to figure out how a Power Sharing Executive can really work our Public Servants still need that wider view of their horizons and maybe our Politicians would benefit from a course on Leadership in a Democratic Society. I would certainly like to sit in on a session where our politicians drew their personal road maps just to observe what they would see as the high and low points in their lives, or to have them wear their Myers-Briggs badges at Executive Meetings.

I like to think that there are at least one hundred and forty seven people who will agree that it was well worth while persevering on that hot May day twenty nine years ago and eventually finding our way to Charlottesville. In its short life PSTC pioneered many innovations in learning and development but probably none of them has had the impact on Northern Ireland and indeed the USA, that the link with FEI has provided, long may it continue.

FEI and USAID by Rossie Carnes, FEI Adjunct Faculty

The Federal Executive Institute and the US Agency for International Development (USAID) began a partnership on October 31, 1999 with the first Executive Leadership Program. Ten participants showed up.

After graduating, the ten participants passed the word that professional development at FEI was first class and an opportunity not to be missed. The second program had twenty-six participants and the interest continued to grow. The two-week Executive Leadership Program was duplicated eleven times between October 1999 and June 2003. We hosted about 300 participants in the original program.

As a result of the program's strengthening and expanding the partnership between FEI and USAID we were asked to develop three levels of leadership development. The complexity and diversity of the Agency allowed us to try more innovative approaches to public sector executive education.

Emerging Leader Program: In February 2003 we began the Emerging Leader Program. This one week (7 day) residence program includes mid-level GS, Foreign Service and Foreign Service nationals worldwide. We have completed thirty-three Emerging Leader Programs, with three more scheduled in 2009. To date we have graduated over a thousand participants in this program.

Leadership Program 2003 - Present: In 2003 (FY-04), we began an advanced two-week Leadership Program designed for GS14/15's and FS-1/2's and high level foreign service national participants. The Leadership Program is mandatory for all USAID Deputy Mission Directors. Two Programs are scheduled each year with an added program as the waiting list dictates.

Senior Executive Seminar: 2004 - Present: This two-week program was developed exclusively for USAID Mission Directors and senior leaders in Washington. The focus is on Global Leadership and personal leadership skills. USAID specific sessions include a panel on working in a threat/crisis environment and lessons learned. The USAID Administrator or Deputy Administrator addresses each program on current USAID issues in a "Town Hall" session.

Coaching Program: The FEI/USAID Coaching Program began in June 2004 with the first Mission Director's Program. All Mission Director's and Deputy Mission Directors are offered nine hours of executive coaching for one year. The FEI coaching pool is the source for the USAID Coaching Program.

Knowledge Advisors: In order to measure the value of training and provide justification and data support, we began using Knowledge Advisors - Metrics that Matter beginning in August 2003. USAID is now using Knowledge Advisors for all training worldwide.

Distance Learning: USAID offers online learning opportunities with over 2000 online courses available to ALL employees. Online Courses are mandatory for the Emerging Leader program and are encouraged for the Senior Executive and Leadership Programs.

And We Continue to Grow: USAID is doubling the Foreign Service, and increasing the number of GS employees. Because of the need for more development, three additional levels have been added.

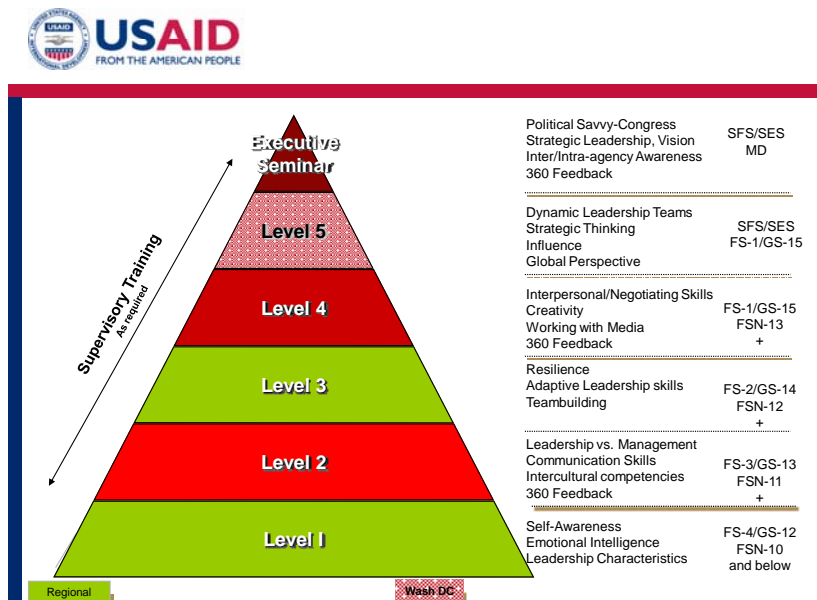
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Beginning in FY 2010 we will offer Regional programs worldwide for levels one and three. The three successful leadership programs will remain at FEI.

Name Change: We will rename the program: Leadership I through V with the Senior Executive Seminar remaining the same.

Most USAID participants are highly educated, well-traveled, multi-lingual and knowledgeable about customs, leadership and world politics. They bring with them dedication, commitment and insights into a world we can only imagine. When possible, USAID conducts an international forum for the LDS Program. It provides the LDS participants a personal view of what living and working in under developed countries entails.

FEI has welcomed over 1700 USAID participants since 1999. FEI’s reputation as the premier Executive Leadership development site has spanned the globe through this partnership.



Rossie is a coordinator and facilitator in the Center for Executive Leadership (CEL) custom designed programs and Leadership for a Democratic Society (LDS) programs. She coordinates with agencies in executive development, program development, custom design programs, team building, executive communications skills and life coaching and financial management. She is a certified mediator.

Global Leadership in *The Post-American World* by Peter Ronayne, FEI Dean of Faculty

Name a pressing contemporary issue, and it likely has a significant global component. Trade policy. Drug interdiction. The AIDS pandemic. Labor practices and protections. Biological diversity. Clean air standards. Transportation security. Nation building and disaster relief. Our national interests, with few exceptions, are inextricably enmeshed in a web of larger transnational challenges. Even a casual glance reveals that with each passing day our traditional division between the domestic and the foreign is increasingly a fiction, a concept that helps us mentally map and order our world but describes it less and less accurately.

The combined and accelerating forces of economic integration, networking across national borders, an exponential communications revolution, massive proliferation of NGOs and international organizations, and the rise of transnational issues are dramatically reshaping the contours of world politics and the pressing issues facing governments everywhere. A sharp and succinct warning from Secretary of Veterans Affairs General Eric Shinseki offers much-needed counsel and clarification: "If you don't like change, you're going to like irrelevance even less."

Enter Fareed Zakaria, and his recent book *The Post-American World*. The change explored by Zakaria, editor of *Newsweek International*, is not the decline and collapse of our modern imperial republic. Rather, Zakaria focuses on what he calls "the rise of the rest" (including China and India, of course) and the implications of this "even-ing" or multipolarity. In many ways, Zakaria's wide-ranging book is severely mis-titled, for his vision of the near future describes not a world without or after American leadership, but of several power centers which requires – even demands -- a more globalized American leadership. As Zakaria notes early on:

"At the politico-military level, we remain in a single-superpower world. But in every other dimension – industrial, financial, educational, social, cultural – the distribution of power is shifting, moving away from American dominance. That does not mean we are entering an anti-American world. But we are moving into a post-American world, one defined and directed from many places and by many people."

At the same time, the chicken-little hyperventilation of the declinist camp overstates the diffusion of power. America's collapse is neither imminent nor foreseen. Zakaria's future vision is no redux of *The Rise and Fall of the Great Powers*, Yale historian Paul Kennedy's thoughtful alarmism from the 1980s. Indeed, Zakaria firmly and correctly asserts that through its economic, scientific, creative, educational, and military prowess, American power will remain a *necessary but not sufficient* factor on any issue of global significance even as partners and potential rivals narrow the gap. Ironically, as Zakaria highlights, the "rise of the rest" has its origin in the inherent durability of American power and ideas:

"For 60 years, American politicians and diplomats have traveled around the world pushing countries to open their markets, free up their politics, and embrace trade and technology. We have urged peoples in distant lands to take up the challenge of competing in the global economy, freeing up their currencies, and developing new industries. We counseled them to be unafraid of change and learn the secrets of our success. And it worked: the natives have gotten good at capitalism."

Continued...

And now, more than ever, Americans – and especially the nation’s public servants – must get good at globalization. Incisive and provocative words from our own 9/11 Commission Report strike at the core of the issue:

“America stood out as an object for admiration, envy, and blame. This created a kind of cultural asymmetry. To us, Afghanistan seemed very far away. To members of al Qaeda, America seemed very close. *In a sense, they were more globalized than we were.*”

Zakaria is spot on when he urges us to understand that effective leadership on any given issue in today’s international affairs “requires creating a much broader coalition that includes the private sector, nongovernmental groups, cities and localities, and the media.” And such coalition building means much more sophisticated and subtle leadership by our nation’s public servants. As fellow apostle of globalization Thomas Friedman has noted, we are moving rapidly from “command and control” to “connect and collaborate” in every aspect of our lives, from parenting and organizational leadership, to government and global affairs.

Charles Darwin observed that “It is not the strongest of the species that survives, nor the most intelligent, but the one most responsive to change.” To not just survive but to thrive in this post-American world and to ensure American vision and vigor, means a globally savvy, nimble, and agile corps of Federal leaders and managers -- whether one of nearly 80,000 government employees stationed overseas or one of the legions stateside working on issues with vast and expanding international implications. To ensure this, the Federal sector must move with ever greater purpose and deliberateness into the business of global leadership development, and individuals must take responsibility for deepening their own global currency.

And put quite simply the stakes could not be higher. Richard Haass, president of the Council on Foreign Relations, perhaps best sums it up in his recent book, writing “this continues to be a moment of rare opportunity for the United States and the world. The United States, working with the governments of the other major powers, can still shape the course of the 21st century and bring about a world that is to a striking degree characterized by peace, prosperity, and freedom for most of the globe’s countries and peoples. Opportunity, though, is just that. It represents possibility, not inevitability.”

If we don’t seize that opportunity, we won’t enjoy at all the irrelevance to come.

To explore this issue further, check out my book recommendations and recent readings at www.shelfari.com

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A Different Perspective on Leading Global Teams by Marie A. Westbrook, FEI Adjunct Faculty

In a May 2009 interview with *The New York Times*, Eduardo Castro-Wright, vice chairman of Wal-Mart stores, questioned the impact of cultural differences in international business when he remarked that “If I were outside the United States, I would probably add something that I honestly believe—that cultural differences, which are so often touted as the rationale for making decisions in business, are grossly overrated.” These remarks made by Mr. Castro-Wright may seem surprising to some of us who have spent a significant portion of our careers working in global settings. In fact, Mr. Castro-Wright’s comment did not strike me as off-putting as I had shared a similar observation with participants of the May session of FEI’s *Leadership for a Global Society* program.

Whether we agree or disagree with this premise depends largely on how we understand the starting point, nature or *raison de e’tre* for building global teams. Whether you hold a leadership position in the private or public sector the ultimate measure of the success of your team is whether you accomplish the specific task or reach mission-critical outcomes. In the NYT interview Mr. Castro-Wright comments that business is about winning. In private sector parlance winning I would assume would be measured by profitability or increased market share, while in the public sector setting our performance is measured by meeting or exceeding the strategic objectives of our agency which are presumed to address the needs of our stakeholders.

Performance is the Starting Point.

Due largely to the maturation over the years of my understanding of effective leadership strategies (meaning I try to learn from my mistakes and blunders), I enter each new team relationship (domestic or international) with a fundamental question in mind. *What are the strategic business objectives that our agency needs us to accomplish together?*

In my experience, the starting point for building global teams is not as some would think anchored in exploring cultural differences, which is where we often place most of our emphasis, but is linked to the fundamental tenets of achieving high performance.

This really came to light for me a little over 4 years ago while serving as a member of the Assistant Secretary’s executive management team with the U.S. and Foreign Commercial Service, a trade assistance bureau of the International Trade Administration within the Department of Commerce. With responsibility for the professional development division serving a worldwide population of employees (80% of which were Foreign Service Nationals), I realized that the starting point for building global teams was our ability to provide a clear and strategically focused framework to guide performance, informed by a culturally integrated approach to reaching agreement on how we will conduct business that I refer to as “The Third Culture.”

Drawing from the existing work conducted by the Commonwealth Center for High Performance on high performance systems analysis, an open enrollment program offered by FEI, I deconstructed their “High Performance Organization (HPO)” systems analysis and defined a high performance leadership framework to use in building global teams.

Continued...

Back of the Envelope-Please!

By taking the key elements of high performing organizations and modifying them to apply to leadership strategies within high performing teams we can guide our global team development by dividing the key elements into four quadrants: strategic focus, stakeholder expectations, nimble use of resources and creating conditions where morale matters.

Given the overwhelming workload faced by all if not many federal executives, my rule of thumb for leadership strategies is that we need to be able to explain it on the back of an envelope and we need to be able to put it to use within the next 30 days.

How to Apply to Global Settings: Ask the Right Questions!

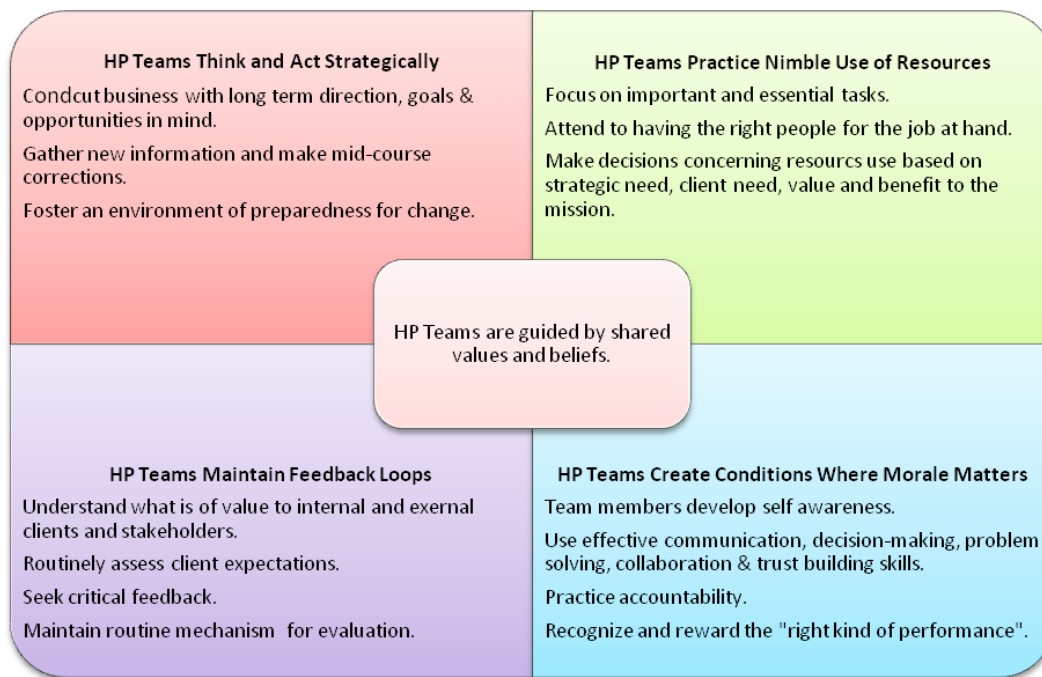


Figure 1. Framework for Leading High Performing Teams.

Ten years ago I would have focused on a detailed prescription for how to implement the high performing team framework within your agency or global setting. When we consider the complexity of the circumstances in which we lead, which vary greatly depending on mission, function, and strategic outcomes, I now believe the best approach is to develop our ability to ask the right questions for the environment within where we find ourselves.

Consider for example, the elements in Figure 1 above and ask yourself “What kinds of questions would I need to ask my team or what kind of dialogue would I need to facilitate to strengthen my global team’s ability to focus on these critical elements?” Therein lays the structure for the conversations you should conduct within your global team as early as possible in their formation and as routinely as possible thereafter.

Continued...

Build the Third Culture

Now before I lose the attention of a majority of our readers who are deeply ingrained in cultural studies let me add that when working in multicultural settings the starting point of high performance must be informed by an approach to developing agreement on how we are going to conduct business that I refer to as “The Third Culture.” The Third Culture is the point in which the cultural values, belief systems, and behaviors of the entire team intersect with the organizational culture, performance expectations, and systems of the USG agency or global organization they are both employed to serve.

Let me illustrate. For the past fourteen years much of my work overseas involved close working relationships with international donor agencies, NGO’s, USG personnel and Foreign Service Nationals within the U.S. diplomatic and business community. I was keenly aware that each day as our multinational staff entered the embassy compound their success depended on their ability to step out of the habits of their individual culture and expectations of the organizational culture and negotiate a shared “Third Culture,” in which agreement could be reached and more often differences could be bridged on how we would conduct business day to day. The critical element here is that neither side remains unaffected or on the sidelines. Adaptability becomes the key. This is where we significantly explore the impact of culture on the workplace environment.

The Third Culture: Negotiated workplace environment.

The Picasso Effect

I’m not certain exactly how many years it was before I came to the realization that the measure of success for effectively leading global teams was our ability to find our way around the impasse that develops when our way of seeing or understanding a situation has positioned us rigidly and often times unknowingly in passionate opposition, resistance or frustration. I must admit that early on in my career I naively held to the belief that we could mitigate all differences and come to a mutually agreeable understanding of any situation. Twenty years and 14 countries later I realize that our belief systems and values will ultimately get in the way of the objectified world of mutual understanding. Finding our way around these sensitive and often emotionally charged impasses is ultimately the critical measure of our effectiveness in leading globally.

Imagine a Picasso painting hung on a museum wall. To me it may look crooked and needs to be straightened while to my global counterpart it may look perfectly balanced and not in any need of adjustments. My instincts propel me to reach out and straighten the painting causing a reflexive response of “Leave it Alone”, from across the cultural divide.

Lessons Learned on Culturally Sensitive Elements

Over the last few weeks I have asked numerous colleagues of mine currently deployed or assigned worldwide to share their observations on how culture affects team building and ultimately performance as well. There was general agreement that all of the elements are affected by local culture with the 4th element- “creating conditions where morale matters” as being the most culturally sensitive. As one colleague noted “I think people crave similar things-respect, acknowledgement, challenge and self worth. How we display that appreciation is cultural dictated. In China staff are not comfortable with being singled out for public praise. Americans love it.”

Continued...

Based on my experience overseas respect, genuine concern, and a willingness to learn about the culture you have stepped into is without question a critical success factor. One of the key questions I always ask is “What are five things you wish Americans would understand and respect about your culture?”

Back of the Envelope Strategy.

No matter what country you are in, when building a global team try this approach:

Focus on performance, use the high performance leadership framework as your guide and ask the right questions! Let me know how things work out for you.

Marie A. Westbrook, Ph.D. has served as consultant to multinational donor agencies and non profits and held career federal service positions with the Department of State, USDA, and the International Trade Administration. Dr. Westbrook currently serves as Professor and Chair of Leadership with the FDIC Corporate University-College of Leadership Development. Mwestbrook@FDIC.Gov.

A Test of American Leadership: Jefferson, Obama and North African Piracy by James Sofka, FEI Adjunct Faculty

When President Thomas Jefferson negotiated the peace of 1805 that ended his war against North African states that preyed on American ships, it appeared that the era of piracy was coming to an end. Indeed, the last significant incident involving acts of piracy against U.S. vessels occurred in 1816, shortly after the War of 1812. Since then, it has been a topic that has elicited little interest from scholars. In the mid-1990s, when I first began my research on the Barbary War, the last major study of the subject had sat on library shelves for nearly 60 years and to have called the conflict a backwater of Jefferson scholarship would have been charitable. As late as October 2008, when a conference that I co-chaired touched on the issue of Jefferson's Mediterranean War, the notion that American foreign policy could be preoccupied with tales of maritime heroism and hostage-taking would have seemed bizarre. The fact that the daring rescue of Captain Phillips was conducted on the deck of a warship named after William Bainbridge, a naval officer whose career blossomed in Jefferson's fight against Tripoli and Algiers, only added to the excitement and irony.

A full discussion of Jefferson's military and political strategy goes well beyond this short space. Still, even a brief commentary allows for meaningful exploration of the similarities and differences of American anti-piracy operations under the leadership of Presidents Jefferson and Obama.¹ Strategically speaking, Jefferson's Barbary War was an effort to protect American ships, sailors, and goods from hostile forces as well as to demonstrate American resolve to Britain and France, the dominant powers in the Mediterranean and modern Middle East. While Obama's National Security Council still frets about the former goal, the latter is inconceivable in this age of American military supremacy and shows that Jefferson faced the far more arduous task. If Obama were to ask Jefferson's analysis of the problem of piracy, he would very well hear the following.

What seems the same:

The most conspicuous similarity between Jefferson's world and ours is the brutal violence of piracy. Weapons have changed but the equation of power is essentially the same: lightly crewed freighters are overwhelmed by small bands of men armed to the teeth. Hostage taking and the narrative of suffering it leads to are the same today as when American papers carried stories of captive sailors 200 years ago. Moreover, the sheer size of ocean and light footprint of the attackers makes defense difficult, even in the age of GPS technology. Perhaps the greatest similarity is not strategic but actuarial: the inescapable logic of insurance. Jefferson feared that skyrocketing insurance rates would soon make the Mediterranean unprofitable for American traders (exactly what London and Paris wanted) and only backing the American merchant fleet with force would reduce those rates. Today, large shippers such as Maersk do not want armed men on the decks of their vessels: carrying weapons drives insurance rates up. It's far cheaper to pay ransom, which is what they do. Pirates know that the bottom line ultimately works in their favor, and it is cheap and easy to carry out.

Major Differences:

While these facts and terrific stories of naval heroism — either SEAL sharpshooters or Stephen Decatur's burning of a captured American warship — attract a great deal of attention, the reality remains that operations off Somali bear little resemblance to Jefferson's world. As leader and president,

Continued...

Jefferson operated against the backdrop of American weakness: he wanted to assert American claims to trade in the Mediterranean against vastly more powerful European states who could, if they so desired, have crushed the United States in 1801. Jefferson was thrilled that British papers spoke highly of American naval ingenuity and that Lord Nelson called Decatur's raid "the most bold and daring act of the age." Obama has no such need to assert U.S. military power; indeed, this issue is an irritating distraction to more important problems in Afghanistan and Iraq.

Moreover, Jefferson was up against states, albeit weak ones. The "Barbary pirates" were technically not pirates but paramilitaries who pretty much did the bidding of a government. Counter-intuitively, this made negotiations more complex because other nations with bigger treasuries and navies than America's were bargaining with the same people against him. The Somalis who seized Captain Phillips were indeed typical pirates: small gangs acting on their own looking for a quick buck – while subject to no real authority, they also do not have well-financed agents operating in European capitals against U.S. demands. A British saying of the period that Benjamin Franklin reported home claimed that "If there were no Algiers, it would be worth England's while to build one." For this reason Jefferson was the first American President to authorize "regime change" against a foreign government – Tripoli, in 1805, a move that has been immortalized in the Marine Hymn.

In Jefferson's day the idea that American trade could be crippled, if not strangled, in the Mediterranean was not fantasy. Today, no one seriously claims that Somali pirates will cut into U.S. GNP. Jefferson deployed a brand-new Navy that was untested in long deployments; today such efforts are routine. In 1803 Tripolitan attackers captured one of the most expensive and advanced warships in the American fleet – the *Philadelphia* – and Jefferson continued the fight. Could we imagine Somalis capturing one of our nuclear aircraft carriers, and what the reaction would be if they did? Another major difference is the manner in which operations are carried out – Jefferson, fearful of Congressional reproach, sent the Navy to the Mediterranean on his own authority and kept the war as secretive as possible – an intriguing leadership approach to say the least. Obama, at least so far, has been public on the matter and the wide press coverage has worked to his advantage.

What to Do?

President Obama's April speech about the "scourge of piracy" and his standing order to use force to free American captives was borrowed straight from the Jeffersonian playbook. Jefferson's solution was to treat anti-piracy as maritime counter-insurgency: using relatively light assets in constant small engagements against attackers and moving the battle to inshore staging areas and land bases. His goal was, as he put it, "to cut them to pieces piecemeal." Today, this would mean a more active U.S. presence on the Somali coast, possible intervention in the coastal towns, and committing naval assets to the area indefinitely. But again, Obama has the lighter burden: the navies of the world powers – including China – are all in league against these pirates, and the burden can be shared. Public opinion, of course, is another matter. John Adams told Jefferson that Americans "Will not endure" a long war against pirates. This, alas, remains as pressing a leadership challenge for our third.

James R. Sofka is Adjunct Faculty at the Federal Executive Institute in Charlottesville, VA and former Fellow at the Robert H. Smith International Center for Jefferson Studies

Resources:

¹ Those interested in reading a full account of my work on the Barbary War can find it in "The Jeffersonian Idea of National Security: Commerce, the Atlantic Balance of Power, and the Barbary War, 1786-1805." *Diplomatic History*, volume 21, ...number.4, Fall.1997...It is accessible online.....

Preparing for the World: What's Stopping You? by Michael Rawlings, FEI Senior Faculty

The world is getting smaller with every passing day. The benefits of affordable travel, expansive international trade, and information technologies make possible instantaneous communication with almost anyone in the world. A global village has developed in a matter of a few decades. The challenges of global crises in health, environment, energy, terrorism and war have become the dominant topics of our conversations. Even areas of development and the human condition including poverty, famine, disease and genocide that were in the past easy to ignore are now inescapable in our daily thought and communications.

I've benefitted from a relatively unique and expansive international background and am pleased to now have the opportunity to lead FEI's global programs through the *Center for Global Leadership* and to share insights based on nearly 40 years experience with the international community. I spent most days through my teenage years with my tri-lingual maternal Grandmother who had immigrated to the United States with her family in 1911. During the Cold War we were aware of her brother and extensive family back in Central Europe behind the Iron Curtain. My family was hardworking, community-oriented, church-going, and completely self-made. I had no idea until much later how exotic the sounds, smells, tastes and stories were, but they profoundly influenced my personal and professional life. By the time I was 14, my Mom, a career Federal employee, had saved up enough leave and spending money to take me to Europe. We visited ten countries that summer from our base in Germany with my American uncle and German aunt. At age 15 my parents allowed me to go with a trusted family friend and his wife as an exchange student with Rotary International to live with a French-speaking family in Belgium where I was able to significantly improve my nascent and theretofore academic language skills. And so things continued - the world was in my blood forever, and my involvement with international life and work has provided a total of twelve years living abroad, the formal study of six languages, and work with organizations including NATO HQ, the Commission of the European Union, the U.S.-European Chamber of Commerce, the European Business School, the United Nations, The World Bank, and two major multinationals.

Four areas of focus stand out for me in developing competency in global issues: Passion, Intellectual Curiosity, Tenacious Investment and Cultural Awareness coupled with Humility.

Passion, Interest and Choice

You really can accomplish anything you set your mind to doing. The first step in moving into international life and work is just that - the first step. Most of my life I've heard folks yearning for the opportunity, or "chance" as they call it, to live or work abroad. Well, the opportunity is there - ships, buses, trains and air-o-planes are leaving every few minutes from all over the country. It's really an issue of defining the interest, connecting it to your passions, and then making the choice to do something about it. Tempered against the realities of the life you've created so far, the Federal sector is a great way to interact with the world, and there are more opportunities all the time. Of the 32,651 jobs listed at www.usajobs.com today, 1,307 hits result from a search for "international" and 1,704 from "global". And some of those hits have very large numbers attached in the details!

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Follow your passions, interests and whenever possible, professional training. Every single discipline is needed in the global community, and you'll likely find exciting applications of what you already know and do.

After leaving my Army tour of active duty at NATO HQ in Brussels, I *chose* to stay in that city for another seven years which involved four additional jobs (teaching university, interning for the E.U. Commission, and eventually finding my way with two multinational corporations). How did I do that? Intention, passion, choice – the same way most things happen in life. Okay, there were five jobs if you count the very anxious summer when I did aerobics dancing with three friends in red Lycra shorts as a promotion for Diet Coke (“Coca Light” in Belgium) at campgrounds and town squares for a pittance of cash and all the Diet Coke and frites/mayo I cared to eat. You do what you’ve got to do. The corporate job came through by autumn that year, the recruiter was none the wiser, and I have a lifetime of laughter from the memories – probably the only international attorney to have ever taken that route!

Intellectual Curiosity, Interest and Discipline

We are living at a time when we have more data available to us – really great information, too – than at any time in the history of mankind. And we can carry significant portions of it – more than most of us could absorb in a lifetime – in keychain-sized gadgets. So (how) are we gathering and using that data, and how disciplined are we in moving toward our competency goals?

Whether you are focused on a country or region, a discipline or area of topical interest and commitment, or one of the significant crises or challenges facing our world, there is an easily accessible wealth of material to develop competency. Here are a few ideas:

- Bookmark www.state.gov. The U.S. Department of State website and links can serve as a window on the world and provide up-to-date reports on countries and regions as well as topics of interest.
- Develop habits of reading magazines and such as: “*Foreign Affairs*” www.ForeignAffairs.org; and “*The Economist*”, www.Economist.com; newspapers including: “*The International Herald-Tribune*”, www.ihf.com; various editions available world-wide in English; other newspapers are readily available for your regional or topical interests as well as language capacity.
- Visit bookstores at international organizations such as those operated by The World Bank in Washington, D.C. at: 1701 18th Street, NW. <http://web.worldbank.org/WBSITE/EXTERNAL/PUBLICATION/INFOSHOP1/>. This is one of the best international bookstores I've experienced. Sometimes we forget that it's only in cities like Washington, or New York, or Brussels that there is a need for such resources all in one place, so often the best available is in our own neighborhood. If you are in New York City, consider visiting the bookstore of The United Nations at: 1st and 46th Street, United Nations Visitor's Lobby. <https://unp.un.org/bookshop/>.
- Language. It's not essential to master a second language to begin working or living abroad – but it certainly helps if you're going to spend any amount of time in a country where your mother tongue is not the dominant language. The Defense Language Institute has long been a premier source of language instruction and also competency testing. Even if it's not practical for you to study at DLI, you can find guidelines and best-practices for latest generation approaches to mastering another tongue. <https://lmds.dliflc.edu>. If you have studied a language in the past

Continued...

and are not sure of your current competency for particular work, consider hiring someone from the language group or culture or interest to mentor you in specific vocabulary and usage most directly relevant to your goals. Most embassies around the world can direct you to language study and social groups in their city, and this is an excellent way to build relationships with local nationals as well as others with shared interest and experience. Before returning to the United States in 1996 I committed to having a basic grasp of conversational Spanish so that I could be a contributor to communication, respect and peace in North American relationships. For the three years before my return I spent a short 10 day winter vacation in Seville, Spain in immersion courses, and then upon my return I spent two three week periods of time in Cuernavaca, Mexico language schools living first in university housing and then with a family. Very small efforts with huge dividends!

- Religion. Separation of Church and State in the U.S. did not mean that our Founding Fathers discouraged our study of both. In fact, it fails logic to think one can honor that principle without studying both. Much of the world does not have the separation of Church and State, so it's essential for understanding international relations that those of us involved in international relations competency development spend time learning the foundational principles and history of the world's major religions. This need not be at a profound level, but knowing basic vocabulary, concepts and practices as well as key holy days and celebrations can go a long way toward showing respect and to building peaceful communication. At a minimum, it's very useful to know basic history and key tenets of Buddhism, Christianity, Hinduism, Islam, and Judaism. Depending on the area of the world, the major schools of any of these religions should also be studied. For example, depending on where one is in Europe or Latin America, it would be useful to distinguish Eastern Orthodoxy from Roman Catholicism from various expressions of Protestantism within the Christian tradition. In a nutshell, anything that has so frequently led to war and disharmony is worth studying in competency development. The United Nations and World Bank bookstores (URL links above) can provide a good starting point for relevant articles, books and studies.
- Additional resources: US Agency for International Development library and Knowledge Services Center is open to the public and is a superb resources for development issues. Located in Washington, D.C. in the Ronald Reagan Building, 1300 Pennsylvania Avenue NW; www.inside.usaid.gov/. Foreign Service Institute, <http://www.state.gov/m/fsi/>.

Testing knowledge and gauging progress is essential to many of us who want to measure where we are in any competency. The Foreign Service exam has long provided this standard in the U.S. The exam, which is in three parts: written, oral and interview, can provide milestones to anyone regardless of whether one intends to become a Foreign Service Officer (FSO). We can use the same methods that would-be FSOs use to prepare themselves for competency in their work. Learn more about this exam at: <http://careers.state.gov/officer/register.html>. You'll find many guides on the Web and in bookstores designed to help prepare for this exam process, and these guides provide superb insights for how to prepare for a life or work based in global competency - whether or not you ever intend to sit for the exam. Before I left to live abroad in my mid-20s, I took the written exam twice and the oral exam once and found it to be a challenging but very invigorating and rewarding experience, both to study for and to participate in the process.

Continued...

Want to have some fun along the way? Consider working or learning vacations, alone or with the family, or exchange programs - living with families in other cultures - are one of the fastest ways of learning language and culture. You could be a participant or a chaperone for students. Another enjoyable approach to cultural immersion is volunteering with international development organizations. These provide the chance to make a difference as well as build experience for future professional work, and these organizations can use most specialist and generalist skills.

Courage: Investment

If I had a nickel for every time someone had told me they envied my experiences living and working abroad...well, my folks and I would still be pretty far away from making a dent in the expense of the internships, exchange programs, volunteer and low paid employment along this journey. But it has been worth every nickel.

The investments you make may be costly - in the near term. Taking courses, studying languages, travel including working vacations, volunteer opportunities, or even taking a position at a lower grade in order to gain access to a new community or new professional expression requires courage. The dividends are incalculable both to oneself and to the world.

Cultural Awareness and Humility

As a backdrop to the other areas, developing awareness and sensitivity to other cultures is perhaps the most critical element of success and enjoyment in the global community. Americans have to work even harder at this because of the long-standing perceptions of much of the world that we are arrogant and boastful, and that we see ourselves at the center of the world. The shift sometimes takes years, but it is really a question of a change of heart and attitude that can happen in a moment and it seems to be based in an attitude of humility and a willingness to be open-minded, suspend judgment - at least temporarily, and to put oneself in a learning mode. There is a commonly held view that once any person from any country spends five years living outside of his or her native country, he or she becomes a member of the community of expatriates forever. I think this is because of the shifts in posture vis-à-vis the rest of the world, and the sense of wonder and perspective that comes from being outside of one's comfort zone for an extended period of time.

There are many ways of broadening our cultural awareness. Perhaps the best approach is simply to get out there and experiment remembering that if you're in another country you can pretty much bet that they do things differently there and that they see the world from a different history and perspective than the one from which you came.

So - what's stopping you? *"Whatever you can do, or dream you can do, begin it. Boldness has genius, power, and magic in it. Begin it now."* Johann Wolfgang von Goethe

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The Center for Global Leadership, under the direction of Michael Rawlings, has started a blog! Visit our blog at FEIGlobal.wordpress.com to stay in touch with FEI's global initiatives.

Visit our blog to check out the findings of our survey to worldwide colleagues to such questions such as: What do you see as the top 5 issues facing the world within the next 10 to 20 years?; Based on your perception and experience, what are 3 areas of awareness in which you think U.S. public sector executives should expand in order to be most effective in leadership toward the issues being faced in the global environment?; Based on your perception and experience, what are 3 skills that you think U.S. public sector executives should develop in order to be most effective in leadership in the global environment?

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