



The Leadership Landscape

November/December, 2006

A bi-monthly periodical published by the faculty of the [Federal Executive Institute](#) to help you continue your growth as a public sector leader.

“To the person who does not know where he wants to go there is no favorable wind.”

Seneca

Upcoming Programs and Courses at FEI:



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Welcome from the Dean of Faculty: *One of the unique challenges and opportunities presented to us in the Federal sector is that we lead in organizations with powerful missions and equally far-reaching visions. Therein lies much of the power of public service -- the striving to achieve truly lofty goals all framed by the vision and values articulated in the Preamble of the Constitution: a more perfect Union, justice, domestic tranquility, common defense, general welfare, and the blessings of liberty. This edition of the Leadership Landscape reminds us of the central role vision can and should play in our service to the Nation and how we conceive of our nation's role in the world. Enjoy and reflect on Robert Browning's exhortation, "A man's reach should exceed his grasp. Or what's a heaven for?" ~Dr. Peter Ronayne, Dean of Faculty*

Values-Based Leadership: In this issue's featured book review, FEI Faculty member Debra Robinson comments on the lessons public sector leaders can take from Doris Kearns Goodwin's biography of Abraham Lincoln, *A Team of Rivals*. [Read more...](#)

Global Perspectives: At a recent seminar held by the FEI sponsored Global Leadership Consortium, former Congressman Lee Hamilton, Co-Chair of Iraq Study Group, articulated a new vision for American foreign policy. We review his remarks here. [Read more...](#)

Policy in a Constitutional System: We reflect on centrality of the United States Constitution for public sector leaders. FEI's recent seminar, *Public Sector Leadership: Vision, Values, and Vital Strategies* held in San Diego, provided examples and strategies focusing on this theme. [Read More...](#)

Transforming Organizations: The FEI faculty explores one federal agency's efforts to nurture a collaborative vision by developing and putting into practice a paradigm of shared leadership. [Read more...](#)



Wellness and Balance Tip of the Month:

WHAT SUPPLEMENTS SHOULD YOU TAKE?

One of the most frequent questions I get asked is about supplements. Many people are very confused about whether to take supplements and which ones to take. My recommendation is: **first of all, try to eat such a nutritious diet that you don't need supplements.** No supplement can help prevent disease and promote health as much as the actual healthy foods themselves. **The foods often have fiber and a combination of vitamins and minerals** that scientists have never been able to perfectly replicate in a pill. Whenever scientists try to isolate nutrients from a food and give it to people in pill form, the results are usually disappointing. For example, they had great hopes for Vitamin A, but too much of it turned out to increase rates of certain cancers. I do recommend **a multiple vitamin** to help cover the bases when your diet is not as healthy as you would like. Women, along with men over 50, should also take a **calcium supplement**, since that particular mineral is too large for much of it to fit in your multi-vitamin. There are other things that show promise, such as **fish oil** and **vitamin D**. The recommendations in this area are always changing, so it is important to find a reliable source for nutrition information and check it occasionally. ~ Sumner Brown, Wellness Coordinator - Leadership for a Democratic Society can be reached at sumner@healthyself.org

Values-Based Leadership

Doris Kearns Goodwin's *Team of Rivals: The Political Genius of Abraham Lincoln*

Reviewed by Debra Robinson, FEI Faculty

[Doris Kearns Goodwin](#) offers us a Pulitzer Prize winning biography, not only of Abraham Lincoln, but also of the three men who were his rivals for the 1860 Republican Presidential nomination. After Lincoln's election, William Henry Seward, the Senator from New York; Ohio Governor Salmon Chase; and Edward Bates, the elder Statesman from Missouri would hold top positions in his cabinet. Indeed, Seward who would serve as his Secretary of State would become one of Lincoln's closest friends. Lincoln depended upon his advice and trusted in his counsel throughout his Presidency. Through their common stories and linked histories, Goodwin illuminates Lincoln's character, the nature of his ambition, his political acumen, and his emotional strength.

The book begins on May 18, 1860, the day the Republican Party nominated its Presidential candidate in Chicago. Nominees did not attend their party conventions and Goodwin follows each of the prospective candidates in his home town through his day of waiting. Lincoln is nervous and restless; Seward is calm and confident; Chase is remote and convinced of victory; and Bates, initially reluctant, was now prepared to accept the nomination.

All four candidates studied law, became distinguished orators, entered politics, and opposed the spread of slavery. Each of Lincoln's rivals was better known, better educated, and more experienced in public life than he. As the votes were cast, Seward remained the front runner. For the other three to succeed, Seward had to lose the first crucial ballot. Lincoln, a "backwoods" lawyer having served one unremarkable term in the House along with two consecutive losing campaigns for the Senate, seemed to emerge from nowhere.

Lincoln, however, left nothing about his nomination to chance. Accustomed to relying upon himself to shape and control events, he took the greatest control of the political process. As the story unfolds, we see the results of totally devoted friends and allies, whom Lincoln had cultivated through years of "riding the circuit" and exchanging stories late into the night, working tirelessly throughout the convention and using the political process to win the

nomination for him.

It is safe to say that each of Lincoln's rivals believed him to be the wrong man for the Presidency. Each candidate publicly held Mr. Lincoln in contempt and disdain, so his decision to include these three men in his cabinet demonstrates profound self confidence, intellectual and intuitive insights into the character and abilities of other men, and a fierce determination to serve and preserve the country first and foremost. As this history develops, these bitter rivals were bound to each other first through devotion to duty and then ultimately through respect, trust, and friendship.

Although this book documents the story of political rivalry, it is of course a biography of Abraham Lincoln. As such, Goodwin's conveys his unique leadership and political acumen by telling his life story: a life story forged in a barren and desperate childhood. Born in a log cabin on February 12, 1809, Lincoln, himself, summarized his childhood as, "The short and simple annals of the poor." His mother, Nancy Hanks, taught him to read and write. His stepmother, Sarah Bush Lincoln, continued to encourage him to read and learn. His father hired him out, eliminating his last chance for a formal education which amounted to no more than one year.

Lincoln developed his intellect and educated himself through Herculean efforts. He was fiercely determined, focused, and resolute in developing his gifts. It was at an early age, 6 or 7, that he began to develop his great gift for story telling by listening to the stories adults exchanged at his father's fireplace in the evenings.

From the stories of his childhood to the sorrowful account of his death, we become close friends with Abraham Lincoln. We know that he experiences deep melancholy and that there are events of profound sorrow and loss in his life. We watch in wonder as he grapples with the issues of war and a nation torn asunder, a contentious cabinet and incompetent generals, the death of his son and the inconsolable grief of his wife. Throughout these travails, we see his life-affirming humor and his incredible resilience that lightened his despair and strengthened his will. We experience his kindness and compassion.

In Lincoln, we find the epitome of leadership and perhaps the ultimate and shining example of the leadership principles we strive to uphold and teach at the Federal Executive Institute. We see in him how the qualities of decency and honor, kindness and sensitivity, compassion, honesty and empathy can be used for the greater good and to lead a nation through terrifying times. Lincoln was driven by his vision that the union must survive. Everything he did - all of his strategies - was directed toward the goal of saving the union and preserving the notion that we are in fact capable of governing ourselves. That his "whole soul was in it" informed every word, every speech, every action. He felt he had a *constitutional* duty... and he spoke of it that way.

Goodwin tells a story of epic proportions. It is a story of courage and character; of devastating defeat and hard won success. It is a story of awe inspiring leadership and political genius. It is a story of self-less devotion to a cause greater than one's self; of devotion to duty no matter the cost. It is the story of devotion to the uncompromising belief that the union must survive and to the constitutional promise of a "more perfect union" in our darkest days.

Goodwin combines the best aspects of an exquisitely researched work of non-fiction, with the mystery, multiple plot lines, full characters, and tension found in the best novels. She develops to perfection the relationships between her characters and the reader. This book is an excellent companion for these long winter nights when we begin to naturally ruminate on life and its mystery. It is a testament to Goodwin's talent as a story teller, that even though we know the final outcome, we ache for a different ending. And when the last page is turned, we miss this friend we have made and mourn his passing one hundred and forty years later.

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Global Perspectives

Lee Hamilton: A Balanced Vision of American Power

By John Stroup, FEI Research Fellow

On October 18th, 2006 the [Global Leadership Consortium](#) presented a forum on global competence and US foreign policy at the National Academy of Public Administration. The [Global Leadership Consortium](#), a research and learning network designed to support federal agencies in developing leaders who can excel in the global environment, is a collaborative effort between the Federal Executive Institute, the National Academy of Public Administration, and the Graduate School, USDA.

Former Indiana Congressman (34 years) and past Chair of the House Committee on International Relations, Lee Hamilton provided remarks and led a discussion titled "[A Balanced View of American Power](#)." Mr. Hamilton, who currently directs the [Woodrow Wilson International Center for Scholars](#) and co-chairs [The Iraq Study Group](#) with former Secretary of State James Baker, focused his remarks on "how America can best use its power in the world?" Specifically, he outlined a particular vision for America's future foreign policy.

He began by documenting an important contradiction that confounds American foreign policy: The United States is certainly the most powerful nation in the world, and yet, **"we must not think that our power is infinite. We cannot kill ever terrorist or overthrow every regime. We cannot make others want what we want for them. We cannot remake the world in our image."**

Over the course of his discussion, Mr. Hamilton, also the Vice-Chairman of the [National Commission on Terrorist Attacks upon the United States](#) (The 9-11 Commission), offered a number of proposals that should govern American foreign policy in the future. He argued primarily that America's political leaders and the American public must seek a foreign policy vision that retains the ideal of a free and democratic world while recognizing the reality of achieving those ends. As Mr. Hamilton noted, **"America is not all-powerful, but America is not merely a prisoner to world events."**

Specifically, Mr. Hamilton outlined five basic tenants that should govern American foreign policy:

- We should use military power when we are threatened but we must work to gain international legitimacy.
- The United States should oppose the proliferation of weapons of mass destruction and we must be prepared to offer "robust pressure and rewards."
- We should prefer regime change when necessary, but regime change should originate with the people living in dictatorships themselves.
- America's foreign policy should go beyond problems of war and peace by addressing economic inequality and fair trade, by seeking the social and environmental well-being of the world's peoples, and by combating disease and health problems.
- Finally, America should stand up for the values (self-determination, hope, and freedom) and institutions that we hold dear including freedom of speech, civil society, the rule of law, human rights, and economic freedom. We must do this by re-enchanting those values and institutions domestically because "we are at our most powerful when want to emulate us, not when people are coerced by us."

Mr. Hamilton's remarks provided a thoughtful perspective on how American leaders including those in the civil service should envision American foreign policy. We invite your comments on Mr. Hamilton's vision of American foreign policy and encourage you to seek out future [Global Leadership Consortium](#) programs in future.

The [Global Leadership Consortium](#), in which FEI plays an integral role, will continue to provide programs and forums to help civil service leaders excel in today's global environment.

Please see this invitation for the next Global Leadership Consortium discussion on December 5th, 2006.

The Global Leadership Consortium cordially invites you to a discussion of

The European Union: Current Issues and U.S. Interests

with

*Desmond Dinan
Jean Monnet Professor
George Mason School for Public Policy*

*11:00 a.m. to 12:00 noon
Tuesday, December 5, 2006*

*National Academy of Public Administration
Suite 1090 East
1100 New York Avenue, NW
Washington, DC 20005*

Please RSVP by Wednesday, November 29 to Ms. Charlene Walsh at cwalsh@napawash.org

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Policy in a Constitutional System

Public Sector Leadership: Embracing a Constitutional Vision
By John Stroup, FEI Research Fellow and Stephen Blair, FEI Faculty

In September, 2006, the Federal Executive Institute inaugurated its newest seminar, *Public Sector Leadership: Vision, Values, and Vital Strategies*, held in San Diego, California. The program brought together an outstanding group of senior public executives for a weeklong learning experience that focused on three main objectives:

- Revisiting and refining a leadership *vision* by situating it within the unique setting of the public sector and

aligning it with organizational goals while more fully understanding the essential role and power of vision in public service;

- Exploring the critical role **values** - personal values and relationships, organizational values, and broader democratic and Constitutional values - play in effective leadership and change; and,
- Developing **vital strategies** essential for success -- strategies focused on creating a world class place for people to work and achieve high levels of performance on behalf of the American people.

Threaded throughout the week was the overarching theme of public service and the values and vision inherent within the Constitution, most especially the Preamble:

We the People of the United States, in order to form a more perfect Union, establish justice, insure domestic tranquility, provide for the common defense, promote the general welfare, and secure the blessings of liberty, to ourselves and our posterity, do ordain and establish this Constitution for the United States of America.

Field experiences at the San Diego Zoo and the US Naval Special Warfare (Navy Seals) provided participants with outstanding examples of how other public sector organizations hold true to their core vision and values. In particular, leaders from the San Diego Zoo showed how the words of Dr. Harry Wedgeforth, the zoo's founder, embolden their organizational mission and programs today. In 1916, Dr. Wedgeforth started the world famous zoo because he had a great idea that emerged when he heard the roar of lions at the Panama-California International Exposition held San Diego's Balboa Park. He decided that day to start the San Diego Zoo and the words "remember the roar" contain the symbolic vision that guides the San Diego Zoo.

In order to strengthen public sector vision, values, and vital strategies, the FEI conducted sessions on developing emotional intelligence, meeting public sector specific challenges, leading organizational change, and building your influence networks. In addition, all participants crafted and presented a personal leadership creed as a reaffirmation of the importance of public service and their role in it.

Thanks to all of those participants who made *Public Sector Leadership* the success that it was. Stay tuned for upcoming announcements for the next offering of this powerful program.

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Transforming Organizations

Establishing a Collaborative Vision: Lessons from an FEI custom consulting program

By John Stroup, FEI Research Fellow, Stephen Blair, FEI Faculty, Al Cooke, FEI Faculty, Carrie Hanley, FEI Executive in Residence, and Michael Rawlings, FEI Faculty

Public sector leaders must develop and communicate a vision that engages the deepest commitment in colleagues. As Martin Luther King, Jr. once said, "If you want to move people, it has to be toward a vision that's positive for them, that gets them something they desire, and it has to be presented in a compelling way that they

feel inspired to follow.”

In order to make this vision and the program pieces that will secure its fruition a reality, leaders must include, in the formulation of this vision, the values of the entire organization. More to the point, public sector leaders must involve members of the entire organization in such a way that, as [David Bradford](#) and [Allen Cohen](#) remark, “releases the potential power of everyone.”

Vision begins with leaders, but we know that the traditional model of “command and control” leadership is limited in helping organizations meet the challenges of an ever-changing environment. **At a recent [FEI Center for Organizational Performance](#) program with the FDA Office of Shared Services, FEI faculty members advocated some important insights relevant for all public sector leaders interested in developing and sustaining shared leadership.** This collaboratively designed custom program focused on the need for a more robust agenda of shared leadership within the organization. This custom program centered on the insights and lessons in Bradford and Cohen’s book, *Power Up: Transforming Organizations through Shared Leadership*.

Here are some examples of the wisdom that emerged during this program:

- Sharing leadership and collaboratively developing a vision requires nothing less than **an entire philosophical change of leadership**. As the Director of the Center for Organizational Performance, Dr. Alfred Cooke, remarked, “We are used to working in conditions analogous to permanent whitewater.” To ensure successful collaboration, a leader must be confident enough to let go of the attempt to control all aspects of an organization. The “whitewater” may not be present, but “post-heroic leaders” work is never finished.
- As a shared vision becomes the source of organizational activities, a culture of cooperative problem solving and mutual inquiry emerges that will help ensure decision makers have the key information needed to make wise decisions while avoiding costly mistakes.
- FEI’s “shared leadership” custom programs help public sector leaders anticipate, harness, and manage the inevitable conflicts within organizations. The [Executive Core Qualifications](#) require Senior Executive Service members to show competence in **managing conflict**. Leaders must become more adept at encouraging creative tension, managing difficult confrontations, and resolving arising disagreements in constructive ways.
- Sharing leadership and developing a “tangible vision” helps senior leaders overcome the ever-present reality of personal stress. Just as a society must satisfy its needs without harming the opportunity for future generations to meet their needs, so too must a leader satisfy his or her needs without putting into jeopardy the ability to meet challenges in the future. In short, shared leadership contributes **personal and organizational “sustainability.”**

These are just a few of the insights that we and the FDA Office of Shared Services took away from this custom program. For more information on FEI Center for Organizational Performance custom programs please contact Dale Fruchtnicht at 434-980-6200 or cel@opm.gov

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