



The Leadership Landscape

January/February, 2007

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

"I ask that we look now at what is right with America, at our possibilities and our potentialities for change and growth and achievement and sharing."

Gerald Ford

Upcoming Programs and Courses at FEI:



[Coaching Skills for Federal Executives, April 30-May 2, 2007, Charlottesville, VA](#)

[Understanding The 360-Degree Leader, May 3-5, 2007, Charlottesville, VA](#)

[The Aspen Institute Leading Change in Government Seminar, May 21-25, 2007, Charlottesville, VA](#)

[Executive Communication Skills: Leading the Process of Change, June 4-8, 2007, Charlottesville, VA](#)

[Creative Breakthroughs: Innovating in Government, June 19, 2007, Charlottesville, VA](#)

Welcome from the Dean of Faculty: *Best wishes to you from the FEI faculty and staff for a strong and energizing start to 2007. With each new year come resolutions by the poundful (pun intended) and an openness to new ideas and opportunities. This edition of the "Leadership Landscape" fits right in, bringing to you a rich collection of ideas and concepts about leadership, ethics, and citizenship with which to grapple as you re-calibrate your own leadership and goals for a new year. And if you missed an earlier issue or remember an article you want to pass along to a friend, please check out our [new archives](#) hosted by the [Federal Executive Institute Alumni Association](#). Happy reading. ~Dr. Peter Ronayne, Dean of Faculty*

Values-Based Leadership: In remembrance of President Gerald R. Ford, we provide an exhilarating speech from July 5th, 1976. His speech at a naturalization ceremony on the grounds of Thomas Jefferson's home, Monticello, touches on the many values that bind Americans together. [Read more...](#)

Global Perspectives: We examine the values-based leadership and ethics proposed by new Multi-National Force-Iraq commander, Lt. General David Petraeus. His lessons for military leaders provide valuable lessons for all public sector leaders. [Read more...](#)

Policy in a Constitutional System: With the inauguration of the 110th Congress, a renewed emphasis on Congressional accountability has emerged. We take a look at some strategies for preparing for and building relationships with Congress. [Read More...](#)

[Power Thinking for Leaders, July 10-11, 2007, Charlottesville, VA](#)

[Leading Across Generations, July 16, 2007, Charlottesville, VA](#)

[Emotional Competence: Working with Others for Results, July 19-20, 2007, Charlottesville, VA](#)

[Leading Strategically: From Vision to Performance, July 19-20, 2007, Charlottesville, VA](#)

[Request a Program Guide of all Courses offered for FY 2007](#)
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Transforming Organizations: We examine the possibilities for finding “elegant solutions” by examining some innovative practices and breakthrough thinking at one the world’s greatest companies, Toyota.
[Read more...](#)

Wellness and Balance Tip of the Month:

EXERCISING AS YOU AGE

A comment I get from at least 75% of the executives I talk to is “I used to exercise.....” or “I used to be or weigh.....” Somehow people think that what they used to do or be pertains to now – like they should get SOME credit at least. But, alas, I’m afraid that what they used to do makes no difference whatsoever in their current fitness level.

What many people don’t understand is that exercising is much more important as you get older if you want to age well. You have a lot more natural **strength, flexibility and cardiovascular capacity** in your 20s than in your 50s. As you get older, you have to fight to get a lot of it back and then maintain it. The good news is that the intensity doesn’t have to be extreme to make a dramatic difference health wise. **Something at the level of a brisk walk for ½ an hour a day can do wonders for your long-term health and longevity.** And just 15 or 20 minutes 2 or 3 times a week can give you a great deal of your strength back. As a matter of fact, people starting some strength training as late as their ‘80s were able to give up walkers and canes.

The weakness of age is not inevitable! **Stretching several times a week also becomes increasingly important.** As long as you warm up a bit first, getting your blood flowing, you can sit on the floor and stretch while you watch TV. If you keep up with these three key areas of fitness (**strength, flexibility, and cardiovascular capacity**) regularly, you can remain fit and vigorous into old age.

~ Sumner Brown, Wellness Coordinator - *Leadership for a Democratic Society*, can be reached at sumner@healthyself.org

[Values-Based Leadership](#)

Remarks by President Gerald R. Ford at Naturalization Ceremonies at Monticello, Virginia

July 5, 1976



It is a very great honor and a high privilege, Governor Godwin, to come to the Commonwealth of Virginia and to this beautiful and significant home and to participate in this wonderful ceremony. It is a great honor and privilege for me to be here today.

I am very proud to welcome all of you as fellow citizens of the United States of America. I invite you to join fully in the American adventure and to share our common goal and our common glory.

Our common goal is freedom -- the liberty of each individual to enjoy the equal rights and to pursue the happiness which in this life God gives and self-government secures.

Our common glory is the great heritage from the past which enriches the present and ensures our future. In 1884 France, as a birthday gift, presented the United States with a statue -- the Statue of Liberty in New York Harbor. This year scores of friendly nations have sent us Bicentennial gifts which we deeply appreciate and will long cherish.

But you have given us a birthday present beyond price -- yourselves, your faith, your loyalty, and your love. We thank you with full and friendly hearts.

After two centuries there is still something wonderful about being an American. If we cannot quite express it, we know what it is. You know what it is, or you would not be here today. Why not just call it patriotism?

Thomas Jefferson was a Virginia planter, a politician, a philosopher, a practical problemsolver, a Palladian architect, a poet in prose. With such genius he became a burgess, a delegate, a Governor, an ambassador, a Secretary of State, a Vice President, and President of the United States. But he was first a patriot.

The American patriots of 1776 who pledged their lives, their fortunes, and their sacred honor to declare

and defend our independence did more than dissolve their ties with another country to protest against abuses of their liberties. Jefferson and his colleagues very deliberately and very daringly set out to construct a new kind of nation. **"Men may be trusted," he said, "to govern themselves without a master." This was the most revolutionary idea in the world at that time. It remains the most revolutionary idea in the world today.**

Washington, Franklin, Adams, Jefferson, Hamilton, Madison and all patriots who laid the foundation for freedom in our Declaration and our Constitution carefully studied both contemporary and classic models of government to adapt them to the American climate and our circumstances. Just as Jefferson did in designing Monticello, they wanted to build in this beautiful land a home for equal freedom and opportunity, a haven of safety and happiness, not for themselves alone, but for all who would come to us through centuries.

How well they built is told by millions upon millions who came and are still coming. Our first national census in 1790 produced a recorded population just under 4 million. Three-fourths of them traced their ancestry to the British Isles, though most had considered themselves American for several generations. There was already talk about further immigration, proposing it should be selective and restrictive, but this was swept aside by the greatest mass movement of people in all human history.

Immigrants came from almost everywhere, singly and in waves. Throughout our first century they brought the restless drive for better lives and rugged strength that cleared the wilderness, plowed the prairie, tamed the western plains, pushing into the Pacific and to Alaska. Like the Mayflower Pilgrims and the early Spanish settlers, these new Americans brought with them precious relics of the worlds they left behind -- a song, a story, a dance, a tool, a seed, a recipe, the name of a place, the rules of a game, a trick of the trade.

Such transfusions of traditions and cultures, as well as of blood, have made America unique among nations and Americans a new kind of people. There is little the world has that is not native to the United States today. Unfettered by ancient hates, the people of the young United States really believed that all men are created equal. **We admit they had stubborn blind spots in their lofty vision** -- for blacks, whose forebearers had been Americans almost as long as theirs, and for women, whose political rights we took even longer to recognize.

This is not the day, however, to deplore our shortcomings or to regret that not all new citizens have been welcomed as you are here today. The essential fact is that the United States -- as a national policy and in the hearts of most Americans -- has been willing to absorb anyone from anywhere. We were confident that simply by sharing our American adventure these newcomers would be loyal, law-abiding, productive citizens, and they did... We offered citizenship to all, and we have been richly rewarded.

The United States was able to do this because we are uniquely a community of values, as distinct from a religious community, a racial community, a geographic community, or an ethnic community. This Nation was founded 200 years ago, not on ancient legends or conquests or physical likeness or language, but on a certain political value which Jefferson's pen so eloquently expressed.

To be an American is to subscribe to those principles which the Declaration of Independence proclaims and the Constitution protects -- the political values of self-government, liberty and justice, equal rights, and equal opportunity. These beliefs are the secrets of America's unity from diversity -- in my judgment the most magnificent achievement of our 200 years as a nation.

"Black is beautiful" was a motto of genius which uplifted us far above its intention. Once Americans had thought about it and perceived its truth, we began to realize that so are brown,

white, red, and yellow beautiful. When I was young, a Sunday school teacher told us that the beauty of Joseph's coat was its many colors. I believe Americans are beautiful -- individually, in communities, and freely joined together by dedication to the United States of America.

I see a growing danger in this country to conformity of thought and taste and behavior. We need more encouragement and protection for individuality. The wealth we have of culture, ethnic and religious and racial traditions are valuable counterbalances to the overpowering sameness and subordination of totalitarian societies. The sense of belonging to any group that stands for something decent and noble, so long as it does not confine free spirits or cultivate hostility to others, is part of the pride every American should have in the heritage of the past. That heritage is rooted now, not in England alone -- as indebted as we are for the Magna Carta and the common law -- not in Europe alone, or in Africa alone, or Asia, or on the islands of the sea. The American adventure draws from the best of all of mankind's long sojourn here on Earth and now reaches out into the solar system.

You came as strangers among us and you leave here as citizens, equal in fundamental rights, equal before the law, with an equal share in the promise of the future. Jefferson did not define what the pursuit of happiness means for you or for me. Our Constitution does not guarantee that any of us will find it. But we are free to try...We have gained far, far more than we have given to the millions who made America their second homeland.

Remember that none of us are more than caretakers of this great country. Remember that the more freedom you give to others, the more you will have for yourself. Remember that without law there can be no liberty. And remember, as well, the rich treasures you brought from whence you came, and let us share your pride in them. This is the way that we keep our independence as exciting as the day it was declared and keep the United States of America even more beautiful than Joseph's coat.

Thank you very much.

NOTE: The President spoke at 11:25 a.m. at Thomas Jefferson's home, Monticello, in Charlottesville, Va. This speech and others are available at <http://www.fordlibrarymuseum.gov/>

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Global Perspectives

Petraeus Offers a "Surge" in Values-Based Leadership

By John Stroup, FEI Research Fellow and Terry Newell, FEI Faculty Emeritus

Much debate in recent weeks has centered on whether a "surge" of U.S. combat troops will help stabilize the security situation in Iraq. The success of that mission may depend nearly as much on values as on bullets, at least if we follow the words of [Army Lt. Gen. David H. Petraeus](#), recently promoted to four-star rank and reassigned as Multi-National Force-Iraq commander.

General Petraeus's [public statements on the Iraq War](#), his ideas for conducting successful counterinsurgency missions, and his previous experience in Iraq signal what he considers essential. In Mosul, for example, Petraeus's 101st Airborne helped provide one of the most visible success stories of this war by supporting the reconstruction of that city's public services and reopening the University of Mosul, "a symbol of considerable national pride." That attempt to address the needs at the heart of the Iraqi people's vision for their future is both an example and prediction of the importance of values-based leadership and understanding international and cultural influences in wartime.

With a coauthor, [Lt. Gen. James F. Amos](#), General Petraeus composes the Army counterinsurgency field manual, revised for the first time in 20 years. This updated document offers a look at the vision, values, and vital strategies that leaders must employ in a global context. This manual, [downloaded more than 1.5 million times in just fewer than three weeks](#), is available in full [here](#).

Much of what Petraeus has to say is directed at the values military leaders must embody in their work. First, Army and Marine Corps leaders like their civilian counterparts "are expected to act ethically and in accordance with shared national values and Constitutional principles." Like civilian public leaders, military leaders are entrusted with exercising their best judgment on behalf of the American people.

Second, leaders must maintain and develop the "proper ethical climate for their organizations." Not only must leaders embody and model high ethical standards, they must educate and train their colleagues and subordinates. Public leaders must instill the highest form of accountability. As Petraeus notes, "the Nation's and the profession's values are not negotiable."

Third, "leaders are increasingly responsible for creating environments in which individuals and organizations learn from their experiences and for establishing climates that tap the full ingenuity of subordinates."

Finally, leaders must embody "cultural sensitivity, (and the) development of nonauthoritarian interpersonal skills." In other [writings](#), Petraeus noted that "cultural awareness is a force multiplier, reflects our recognition that knowledge of the cultural 'terrain' can be as important as, and sometimes even more important than, knowledge of the geographic terrain. This observation acknowledges that the people are, in many respects, the decisive terrain, and that we must study that terrain in the same way the have always studied the geographic terrain."

It may come as no surprise, given what General Petraeus says and does, to know that the Army focuses great attention on [developing character in its leaders](#). Every officer is evaluated on their demonstrated honor, integrity, courage, loyalty, respect, self-less service, and duty - not just on whether tasks get done. Petraeus's comments urge us to reflect on the importance of values-based leadership and ethics in running any organization. As you continue to watch Petraeus's work in Iraq, remember his words that "there is no substitute for flexible, adaptive leaders...and the leader's most important task is to set the right tone."

We encourage you to attend our [Emotional Competence: Working with Others for Results](#) programs offered on March 21-23rd, 2007 and on June 19-20th, 2007 in Charlottesville, VA.

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Policy in a Constitutional System

Strategies for Increased Federal Oversight by 110th Congress

By Brandon Addison, FEI Research Fellow and Sheila Gant, FEI Faculty

As Congress inaugurated its 110th term this year, questions quickly rose about new initiatives and legislations which could change the landscape for federal executives. In addition to widely publicized actions such as the expansion of the legislative work week and the rise in the federal minimum wage, the new Congress seems set to deliver on one of its 2006 campaign promises: Increased [Congressional Oversight](#).

While continuing to focus on past priorities such as the integration of business systems and development of fiscal accountability at DHS, Congress is also acting on other recommendations that the GAO outlined in the document entitled: “[Suggested Areas for Oversight in the 110th Congress](#).” Comptroller General David M. Walker set aside 15 priorities for near-term action, 13 priorities in which necessary restructuring and reexamination are needed, and eight initiatives that will ideally transform agencies to 21st government efficiency. Among these suggestions, the GAO advised Congress to require DOD to establish management accountability, insisted that the political appointee process contain professional competency requirements, and suggested reviewing the effectiveness of management reforms ([GPRA](#), [CFO Act](#), and [FFMIA](#)) passed in subsequent years.*

As Congress expands its oversight of various federal agencies, public sector leaders might experience tension while attempting to develop proactive and innovative strategies. In order to properly equip executives to maintain strategic planning and implement renewal, a *Federal Times* editorial, “[Get Ready for More Congressional Oversight](#),” offers a set of questions and principles to prepare government executives agencies with unique strategies for a heightened atmosphere of oversight.

These five proven principles will help:

1. Do not stonewall. Access battles — whether over people or information — always take on a greater meaning and political significance than whatever was being requested in the first place.
2. Little things can become big things in a hurry.
3. Congress hates surprises. Last-minute warnings count as surprises.
4. Relationships are needed to create rapport and trust with Congress — and you need to work harder at this than anything else. Do not hide senior program officials from Hill staff or members.
5. Use technology effectively. Use it as a supplement but not as a substitute for meetings and discussions. Create a dedicated section on your agency Web site for Congress where lawmakers can find updates.

The “big” lesson here is really about the importance of developing positive and proactive relationships with others and recognizing the value of being up front and honest as a means of developing trust and minimizing “surprises.” Oversights will not disappear, and agency transparency in this area can be a plus as part of a leader’s overall strategy.

FEI’s [Executive Communication Skills](#) program, which will be offered on June 4-8, 2007 in Charlottesville, VA, focuses on strategies that can help you develop these relationships.

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Transforming Organizations

Elegant Solutions for Achieving Government Innovation

By John Stroup, FEI Research Fellow, Stephen Blair, FEI Faculty & Peter Ronayne, FEI Faculty

“Customers don’t want products and services. They want solutions.” So writes [Matthew E. May](#), author of the newly released [The Elegant Solution: Toyota’s Formula for Mastering Innovation](#).

How often do we stumble when we provide great products and services but a solution is not realized?

One stumbling block remains the distinction between customer satisfaction and customer service. At its most basic, customer service follows the creed “I do for you” whereas customer satisfaction follows the creed “I do for you what you want done for you.” Finding the elegant solution starts with understanding that your customers and partners need made to order solutions to the problems they face.

In an effort to provide solutions to problems, Toyota implements 1 million ideas every year.

Based on his experiences as a senior advisor at the University of Toyota, Mathew May takes readers deep into the organizational culture of one of the world’s most successful companies and shows how “behind each of the over one million ideas...is a mindful approach to innovative work driven by a companywide war on imperfection coupled with a disciplined methodology.”

Of course, not all solutions are equal. At Toyota, the entire organization seeks out the elegant solution.

“When it comes to solutions, simple is better. Elegance is better still. It’s simplicity on a higher plane.”

What is the elegant solution? Put simply, **“elegant solutions achieve the optimal effect with the least amount of effort and expenditure.”**

May offers some suggestions on what the elegant solution looks like:

- It's the clear mathematical proof using the fewest possible steps.
- It's the engineering feat that uses the least amount of resources.
- It's the dance with minimal motion and maximum effect.
- It's the film that conveys a simple message with a complex meaning.

Achieving [elegant solutions](#) for intractable problems requires “strong principles and solid practices” aimed at generating “breakthrough” thinking throughout an organization.

In a recent [Detroit Free Press](#) article on the automobile industry, May revealed one of the secrets to Toyota's success.

“In order to drive innovative thinking, Toyota purposefully sets strategic goals in direct conflict with one another and demands simultaneous achievement. Why? Because these competing goals cannot be met without everyone thinking differently. The artful setting of opposing stretch goals mandates innovation.”

It is only by seeing the problems with “new eyes” that possible solutions can emerge. At Toyota, [kaizen](#) (the art of continuous improvement) is made mandatory at all levels.

Like their Toyota counterparts, public sector leaders must implement innovative solutions to problems with competing solutions and difficult trade-offs. In fact, a constitutional democracy with its emphasis on checks and balances makes creating elegant solutions that much more difficult. This principle, however, can be of great use as you attempt to solve difficult problems with your customers because *kaizen* requires all members of the team to see problems and possible solutions in new ways.

As you renew your efforts at your organization this year, we invite you to explore [the principles and practices](#) that make Toyota an outstanding learning organization.

For more information on the principles and practices that make Toyota a successful company, please see May's [manifesto on “breakthrough thinking”](#) at [ChangeThis](#), an excellent resource for innovative thinking.

FEI offers [many courses](#) on creativity, innovation, and organizational transformation. One of our most popular courses, [Creative Breakthroughs: Innovating in Government](#) will be offered again on June 19, 2007

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