

**4th Annual African American National Security & Intelligence
Career Development & Leadership Summit – June 3, 2017**

Contributor: Ms. Viola Lee – DHS/TSA

Sponsored by National Security executives and Professionals Association (NSEPA)

Senior Leaders have the ability to:

- See the Big Picture
- Be ever ready!
- Display the following:
 - Personal Integrity
 - Professional Competency – know your stuff
 - Stamina – physical, intellectual and emotional
- Lead people and manage things/projects/processes
- Create an enduring value beyond your tenure in the position
- Be courageous and speak truth to power in both “what you say” and “how you say it” (is your language motivating)
- Practice Servant Leadership
 - Be kind and relatable; Treat others as you would like to be treated
 - Show humility and lead by example
 - Communicate (listen) effectively
 - Take into account the needs of others; Step into their shoes and look through their lens
 - Subordinate your own needs for the good (sake) of the team or organization
- Meet people where they are
- Let failure be an opportunity for team members
- Provide the “GIFT” of regular feedback
 - Responsibility to ensure mission success
 - Want the best for individuals and team
- Live by agency/organization’s core values (if your core values do not align with values of the organization, you are probably not in the right position)
- Create psychological safe work environments where staff feel safe to speak and share, feel valued and can show up as their authentic selves at work.
 - Enable employee/team to attain success
 - Different roles but all equal and have same status
 - Responsibility to not tolerate nonfunctional/disrespectful behavior (affects entire team).
 - Responsibility to not tolerate non-performance (good, bad and ugly affects entire team).

Track 2: Results Driven - ECQs

- Know your audience
- Be Results Driven
 - Take tangible results and drill down to the “so what” factor
 - Look in agency’s congressional justification books for language and metrics for results
- Leverage Innovation
- Emphasize Collaboration & Integration
- Training
- Show Entrepreneurialism (skills, ability, products and services)
- Highlight Use of Technology

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Track 3: Inspirational Leadership ECQ

- Definition: Obtaining a following to motivate people to do their best.
 - Getting in trenches with team
- Lead from where you are. Everyone has personal leadership and can lead regardless of whether they have a formal positional leadership role or not.
 - Know your responsibilities
 - Obtain additional support if you don't have formal leadership authority (IPTs, charters, executive sponsorship, etc.)
- Create psychological safe work environments where staff feel safe to speak and share, feel valued and can show up as their authentic selves at work.
- Inspiration helps when things are tough and there are not a lot of resources, recognition, etc.
- Inspirational vs Motivational Leaders

<ul style="list-style-type: none"> ○ <u>Motivational Leaders</u> <ul style="list-style-type: none"> - What's the motive? - Hold an idea and work it out - Happiness – momentary, fades - Tied to specific tasks - Transactional - Positional (Dictator) Leadership 	<ul style="list-style-type: none"> ○ <u>Inspirational Leader</u> <ul style="list-style-type: none"> - Define the guidelines - Idea gets hold of you and drives you - Joy – long lasting, comes from within - Way of life - not tied to specific tasks - Transformational - Servant Leadership (humble; does not use positional power to control (i.e. - Jesus and MLK, Jr.)
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- Owners, Renters and Squatters

	<u>Home Owners</u>	<u>Renters</u>	<u>Squatters</u>
Characteristics	<ul style="list-style-type: none"> - Inspirational - "All-In" - Makes investment in house/mission 	<ul style="list-style-type: none"> - Motivational - 	<ul style="list-style-type: none"> - Here for the job (not the career) - Not very motivated or inspired
Leader should...	<ul style="list-style-type: none"> - Continue to empower owners 	<ul style="list-style-type: none"> - Empower renters to become owners 	<ul style="list-style-type: none"> - Enable squatters to become renters - Consider eviction, if needed

Leaders vs. Managers

- Lead people and manage things (projects, processes, etc.)
- Leaders understand and deliver on resources to allow team to be successful.

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Track 4: Workplace Executive Presence

- It matters more than you know
- It is measured constantly – even when you are not aware anyone is looking.
- It can be measured unfairly/inconsistently (not same for all races, genders, ages, etc.)
 - African Americans not always seen the same way.
 - Should look the same for females and males.
 - What to do if you feel you are not being treated the same as others?
 - Check your ego!
 - Self-Reflect (i.e. – Is it you? Is it something you are doing or are not doing?)
 - Are the things that are being done holding you to a different standard?
- Know and understand what Executive Presence means in your specific organization
- Identify a role model that exudes Executive Presence (i.e. Barak Obama, Jesus, etc.)
- Be confident, kind and courteous
 - Treat people well
 - Speak to all (boss, subordinates, peers) with same level of trust and respect
- ADDS Acronym
 - Actions /Act
 - Be what you admire within a leader
 - Exude confidence and grace under fire
 - Walk with a purpose
 - **Pitfall:** African Americans cannot always do what other do! Know how you are accepted in your organization's culture of conservatism.
 - Dress/Look
 - Identify executive dress code for your organization (i.e. for Pentagon, white shirt, black/blue suit, black belt/shoes).
 - Mind your posture
 - Delivery/Speech
 - Be **competent, credible** and **reliable** (Know your stuff; do what you say you are going to do)
 - Deliver concise information to audience (know your audience)
 - Always have a message

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Track 1: Building Coalitions ECQ

- Build Coalitions to get mission accomplished. Effective coalitions effect change to deliver excellence
- Find Common Solution Space
- Communicate Effectively
 - Clarify Conversations
 - Speak other people’s language, step into their shoes
- Maintain Integrity
- Be Self- Aware
 - Embrace your strengths and weaknesses
 - Continually seek learning and knowledge
- Be Confident & Kind
- Take Risks
- Be Credible and Reliable (do your homework and practice, if needed)
- Communicate Effectively
 - Clarify Conversations
 - Speak other people’s language, step into their shoes
- Beware of Challenges
 - Stakeholders may live/work in stove pipes
 - Lack of opportunity/awareness of opportunity to lead or build coalitions
 - Hallway Files (personal reputation, which is not the best, follows you)

Gen “Kip” Ward – Luncheon Speaker

- Three Keys to Leadership
 - **Competency** – must be a master of your craft
 - **Exposure**– to life-long learning through reading, training, talking and listening with others
 - Being all that you can be will take you to places you’ve never been
 - **Advocacy** – networking (formal/informal, knowing/unknowing, multi-dimensional mentoring)
 - Networking should be as wide and diverse as possible
 - Your responsibility to take the lead and initiate, as well as, to follow-up
- Other things to note:
 - Never violate your integrity!
 - Be mindful of how you establish relationships. Are you boastful or do others know you as quietly competent?
 - Leave an impact on those that you have touched (subordinates, peers)
 - Determine your leadership style (TRUST, etc.)
 - Be a good teammate (and let others say it about you)
 - Is organization better because you were there? (You’ve given it your very best)
 - All else – you can’t control.

What Motivates Us

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- Three things motivate employees (reference book: DRIVE)
 - **Mastery** – knowing your job, serving as the subject matter expert
 - **Autonomy** – ability to independently be creative in order to get the job done
 - **Purpose** – involved in something bigger than ourselves (mission, spiritual, etc.)
- MOVE forward toward your goal – determine your own destiny!
 - Keep Moving Forward – 10-min You-Tube video
- Career Trajectory
 - Career ladders are no longer linear
 - 7 years after graduation 70% of college graduates are not working in the same discipline they received their degree in

Mid-Career Tips

- Take Stock of your career. It may be a good time to change your career path to find something you enjoy doing more.
- Create your own opportunities through participating in:
 - Training (formal/informal)
 - Life-long learning is not just ideal, it is a requirement
 - Details and shadow assignments
 - Re-write of job description, if possible
 - Communities of Practice, Focus Groups, Integrated Project Teams, Working Groups, Advisory Councils, etc.
- For Successful Leaders and Executives, success is primarily due to:
 - 70% Job Duties, Ad-hoc Assignments & Projects
 - Successful accomplishment of projects
 - Made contributions beyond what's in the position descriptions
 - Distinguished themselves from others
 - 20% Coaching & Mentoring
 - 10% Formal Education
- The "GIFT" of Feedback
 - Build trust and relationship with those you are giving feedback to and also with those you are seeking feedback from
 - Seek continuous feedback from your leaders and peers
 - Ask for honest feedback and put managers/supervisors at ease
 - Reference book on How the Brain Receives Feedback (David Brock or Brook)