

The Third Annual DHS University Network Summit

March 17-19, 2009

PARTNERSHIPS FOR A SAFER WORLD
TODAY'S RESEARCH & EDUCATION ... TOMORROW'S SECURITY

Architecture of Leadership

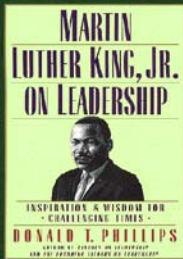
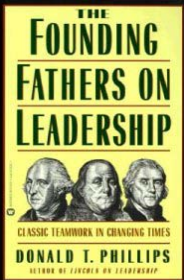
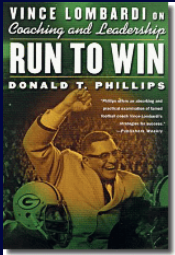
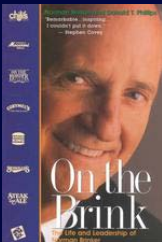
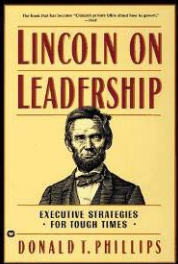
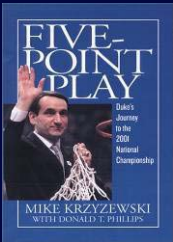
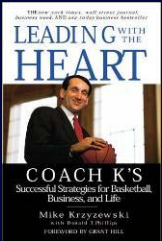
Renaissance Hotel
Washington, DC
March 17, 2009

ADM James M. Loy
USCG (Ret)
Senior Counselor
The Cohen Group

Authors



Transportation Security Administration

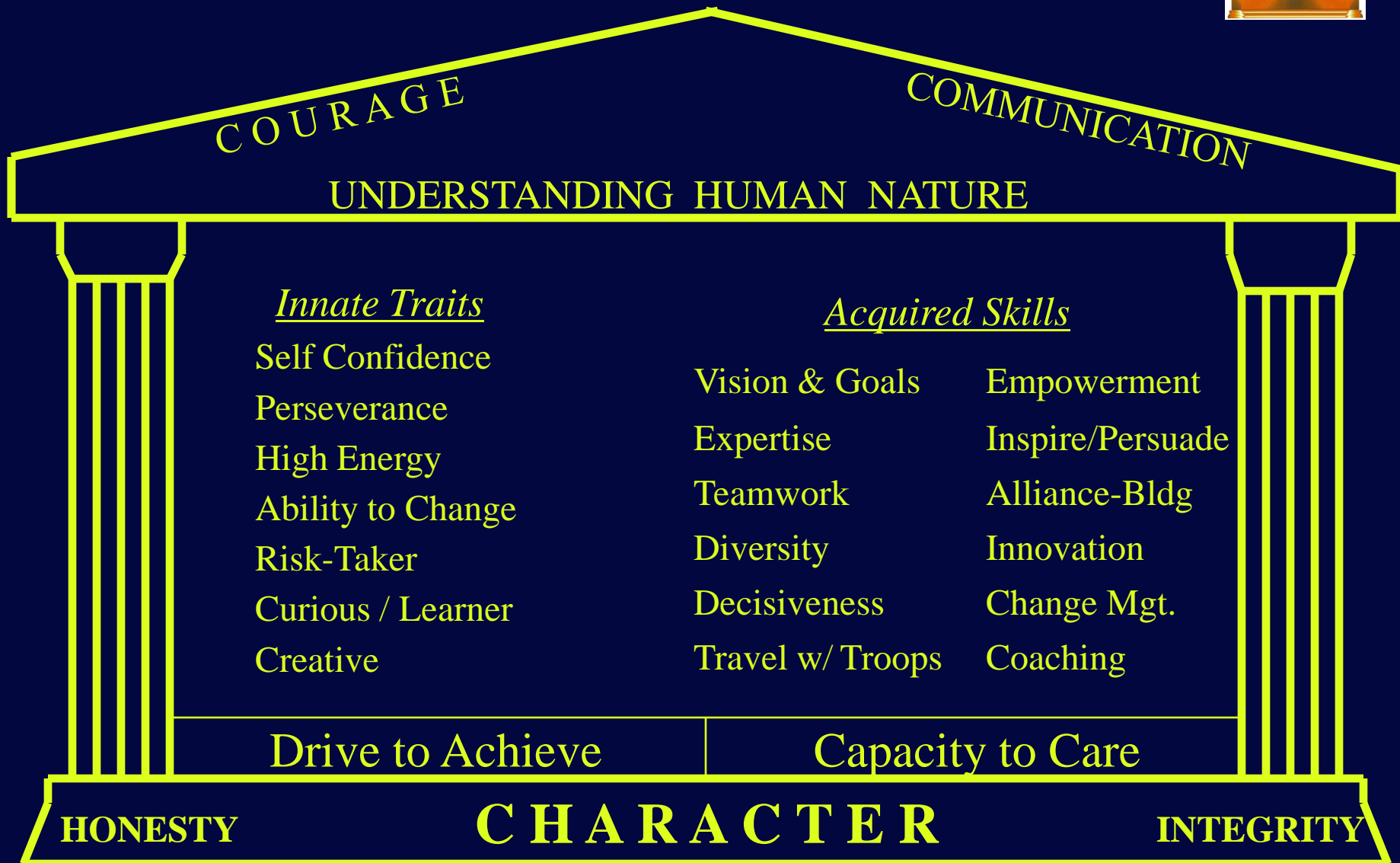


Dwight D. Eisenhower



Native Ability
Opportunity
Knowledge of Your Craft

Original Leadership Model



Purpose & Potential Uses

- * Credibility for the Institute
- * A Vehicle for the Institute
to Establish Itself
- * A Marketing Tool
- * A Product



The Architecture of Leadership

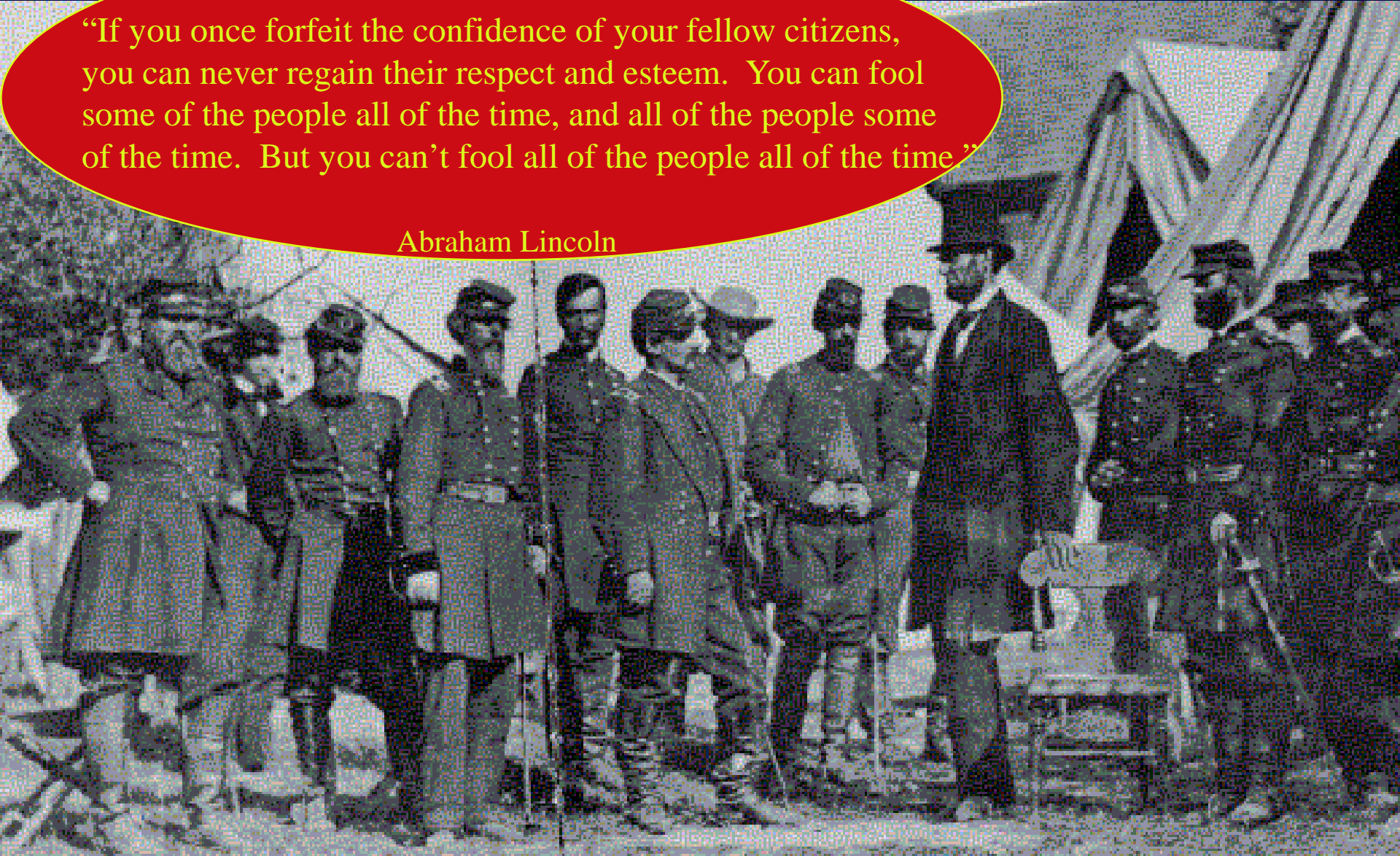


CHARACTER & VALUES

Character

“If you once forfeit the confidence of your fellow citizens, you can never regain their respect and esteem. You can fool some of the people all of the time, and all of the people some of the time. But you can't fool all of the people all of the time.”

Abraham Lincoln



Character



“Leadership is based on truth and character. . . . The strength of the group is in the will of the leader, and the will is character in action. The great hope of society is character in action.”

Vince Lombardi

“If we will create something, we must be something.”

Vince Lombardi

Values

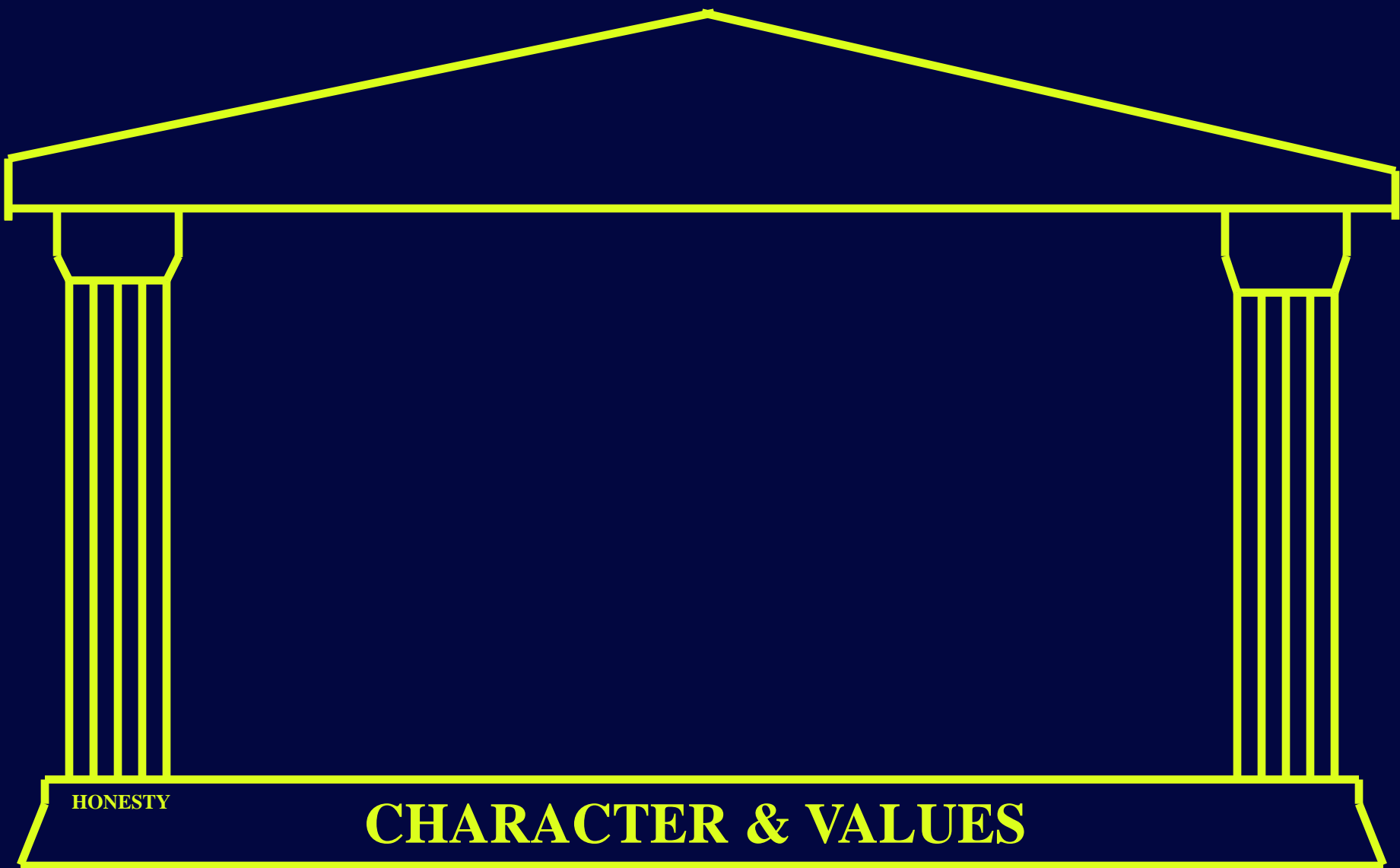
Leadership is leaders acting for certain shared goals that represent the values . . . of themselves and the people they represent.

James MacGregor Burns



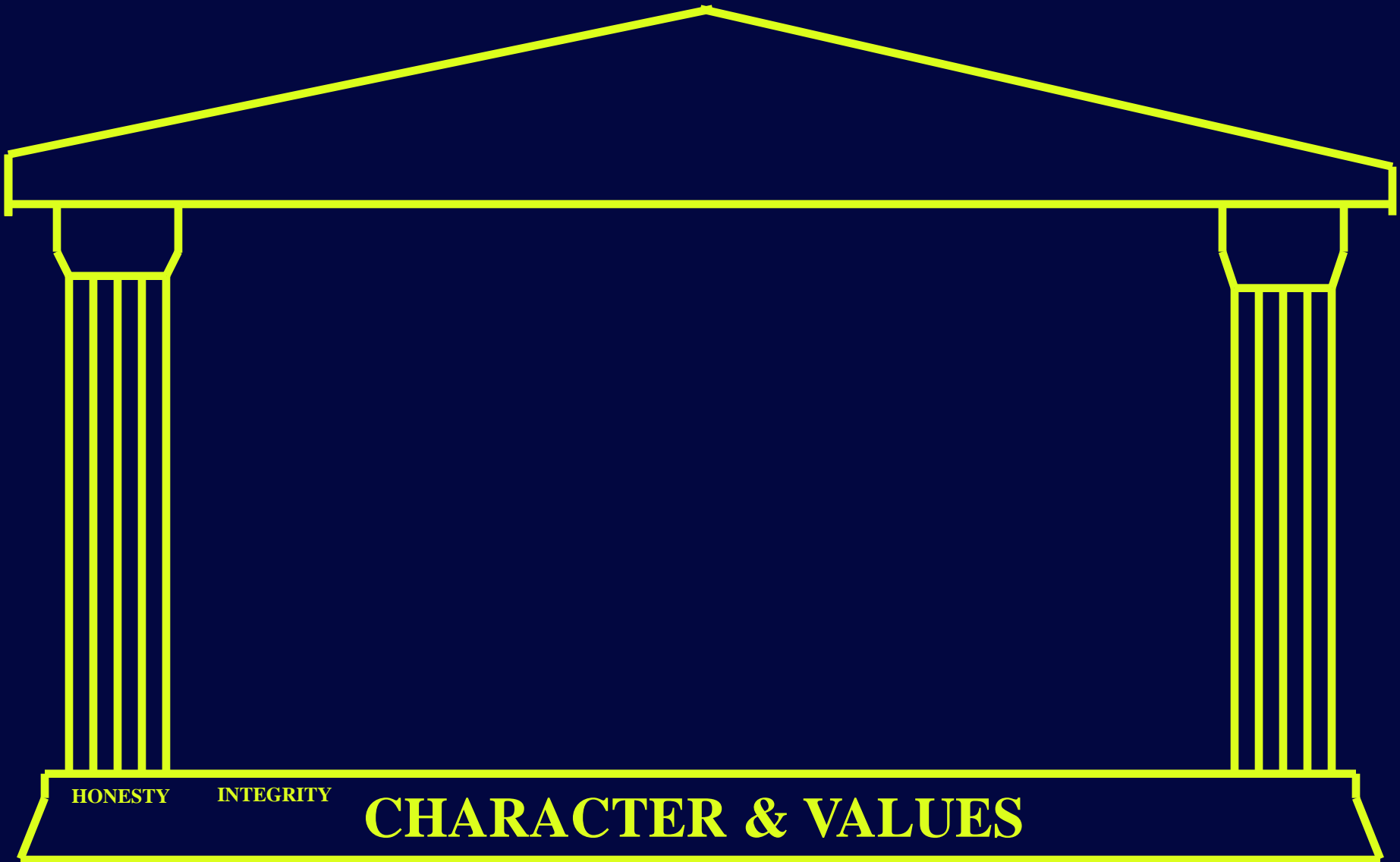
James MacGregor Burns

Author, *Leadership*



HONESTY

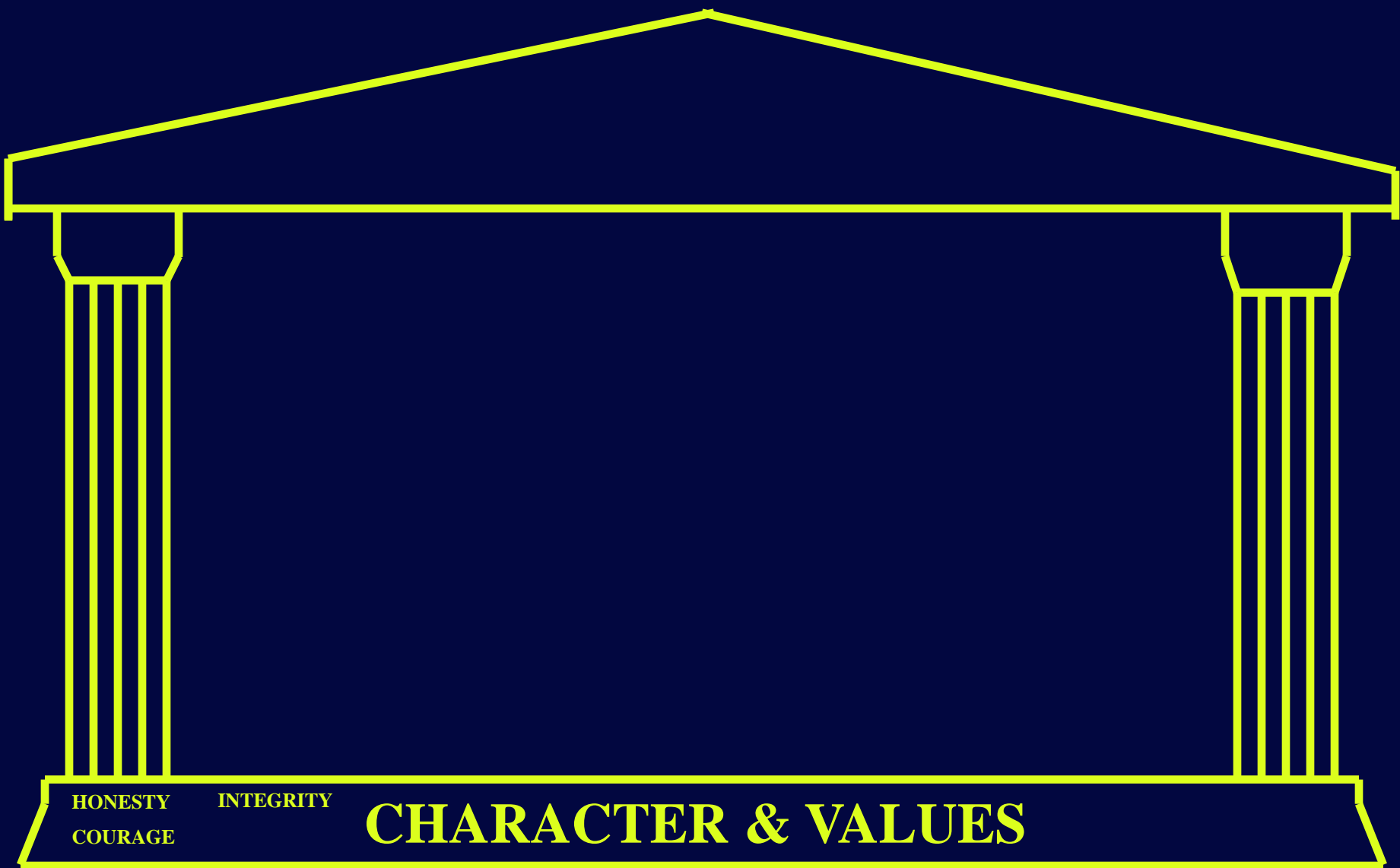
CHARACTER & VALUES



HONESTY

INTEGRITY

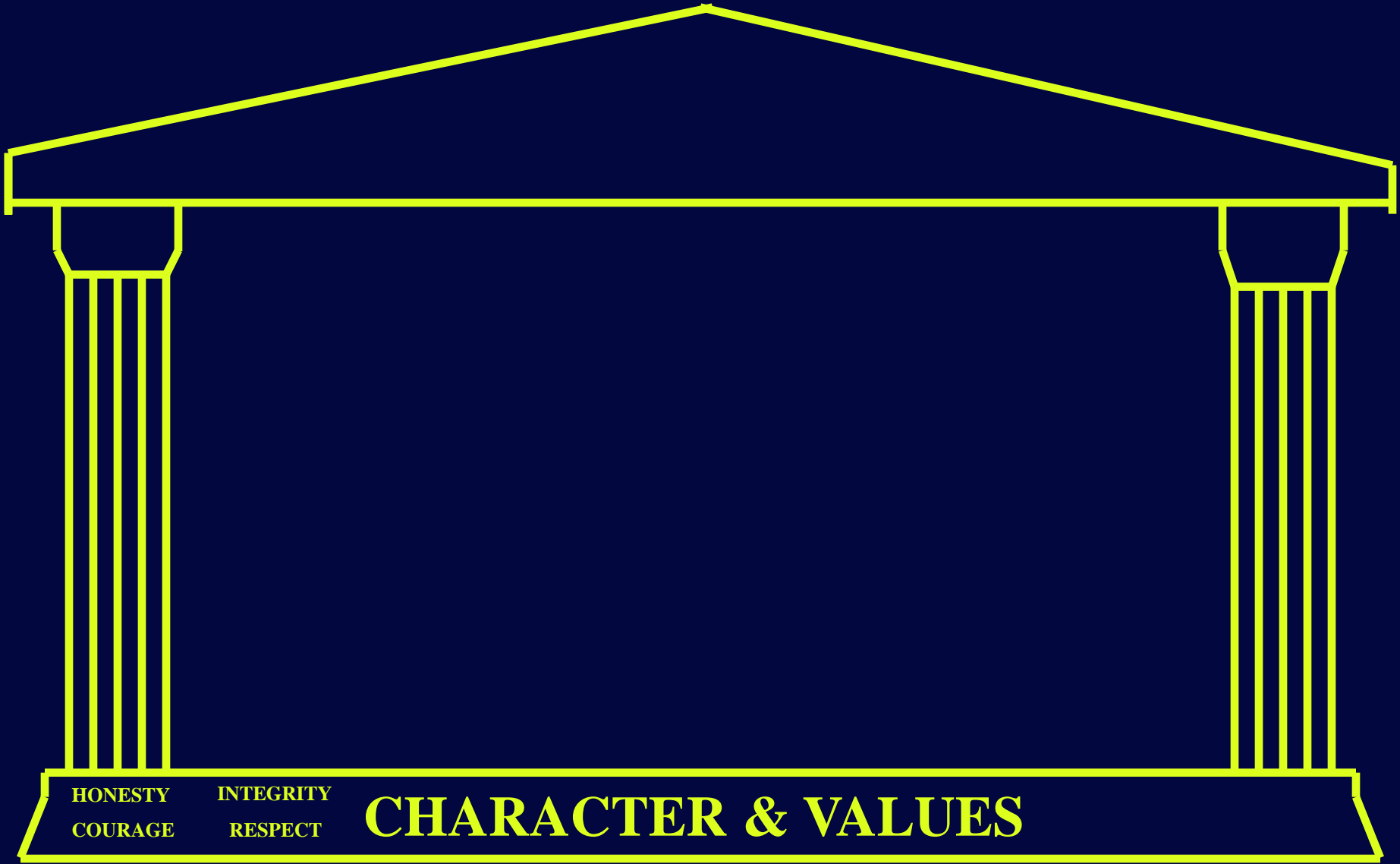
CHARACTER & VALUES



HONESTY
COURAGE

INTEGRITY

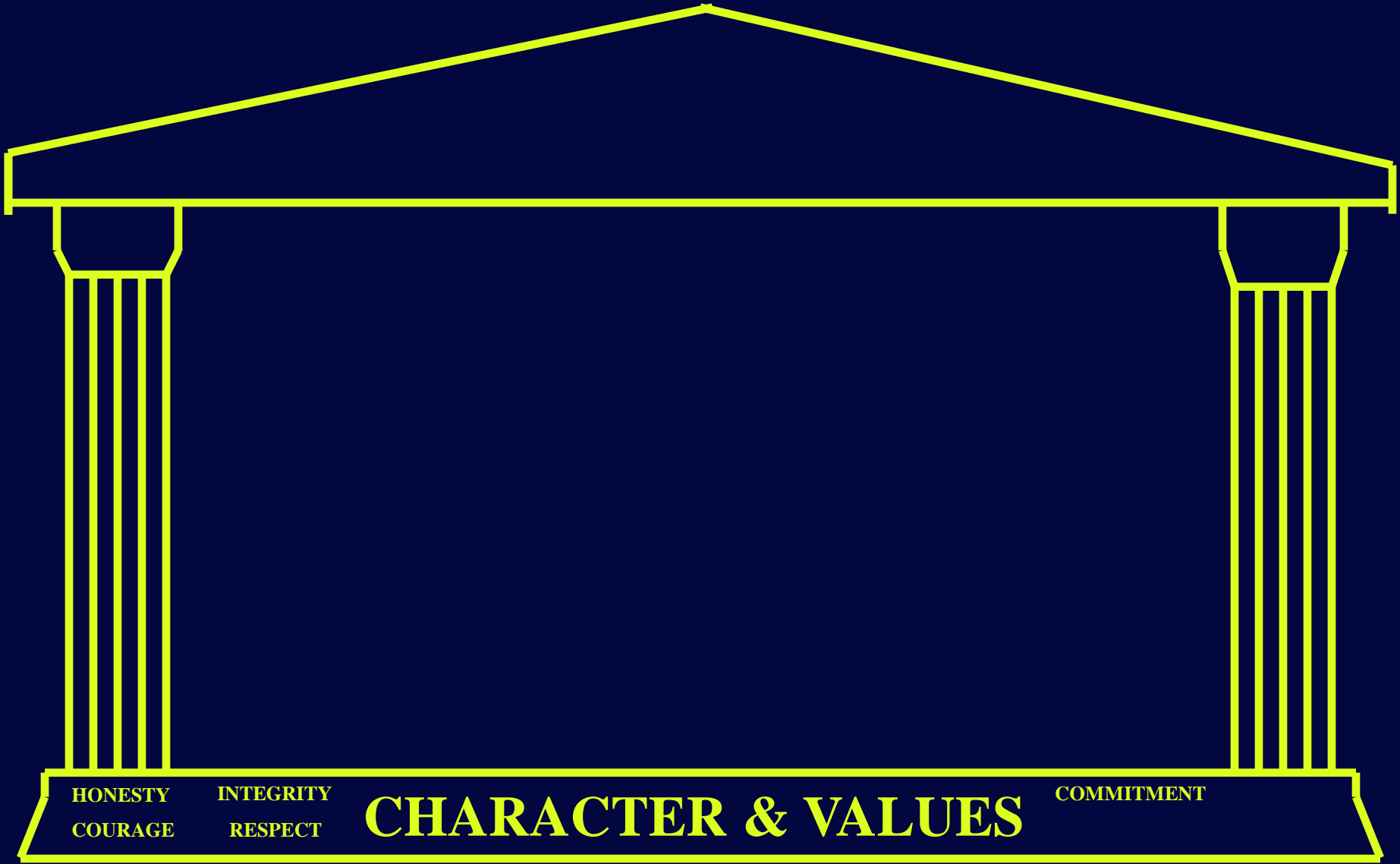
CHARACTER & VALUES



HONESTY
COURAGE

INTEGRITY
RESPECT

CHARACTER & VALUES

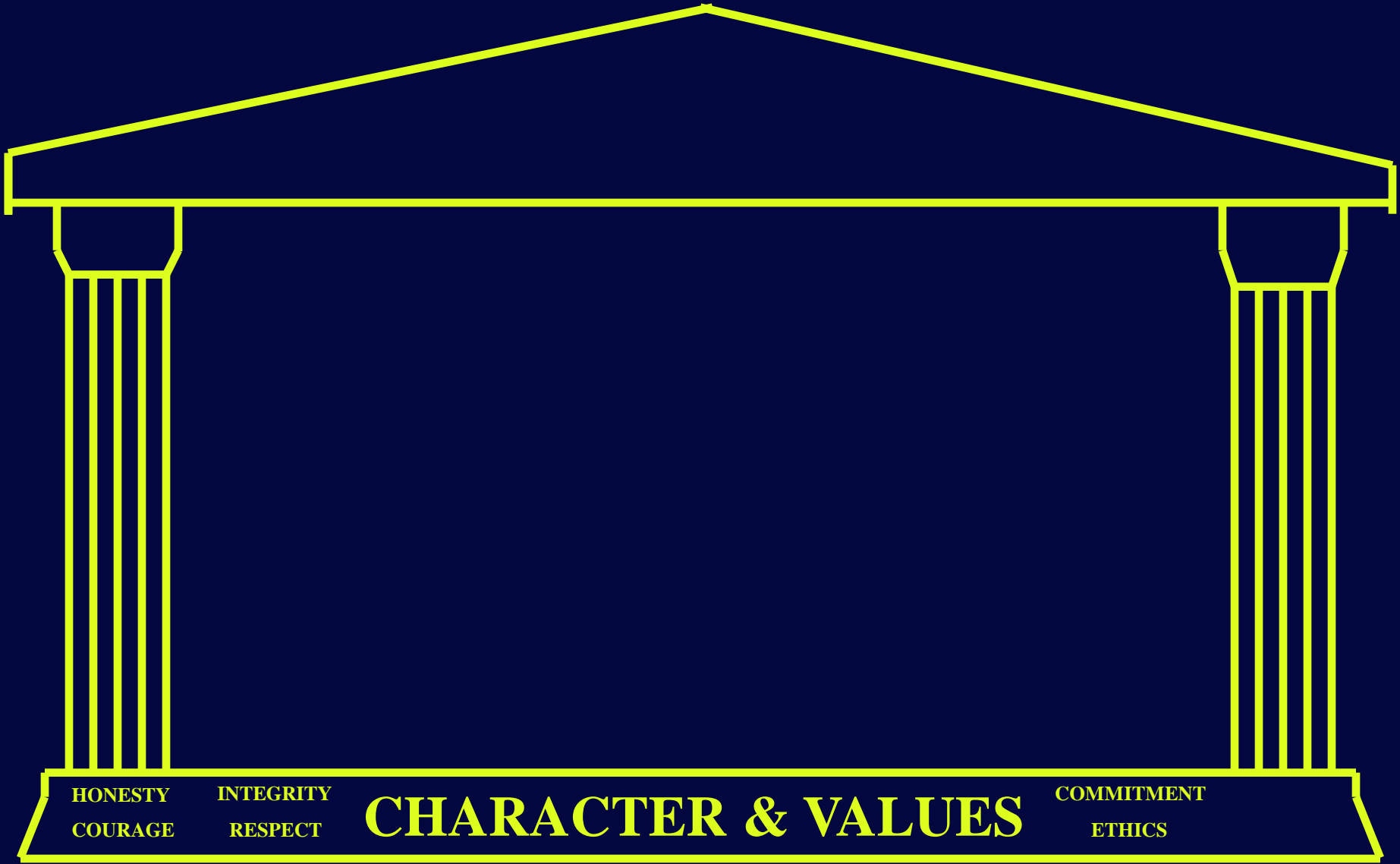


HONESTY
COURAGE

INTEGRITY
RESPECT

CHARACTER & VALUES

COMMITMENT

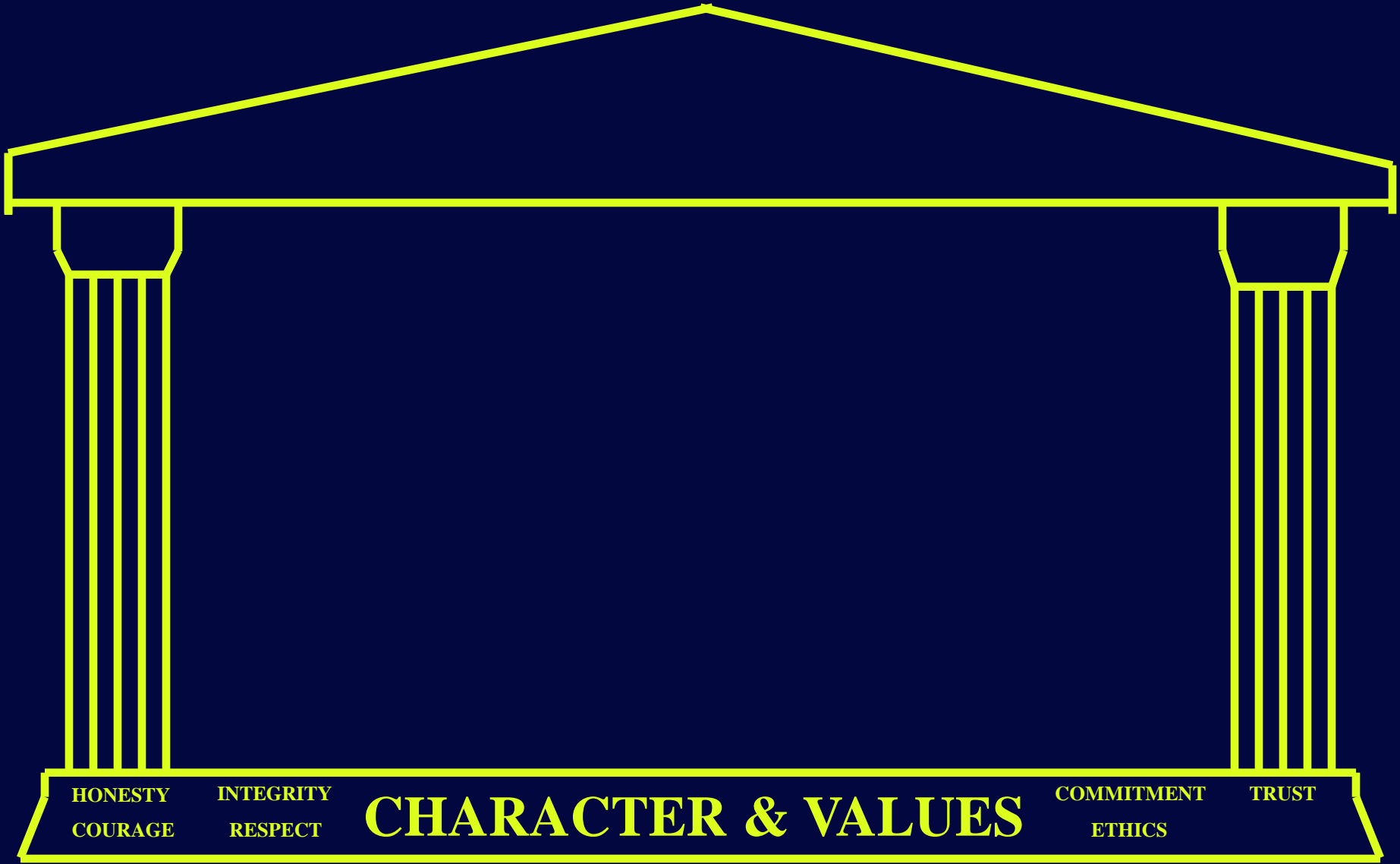


HONESTY
COURAGE

INTEGRITY
RESPECT

CHARACTER & VALUES

COMMITMENT
ETHICS



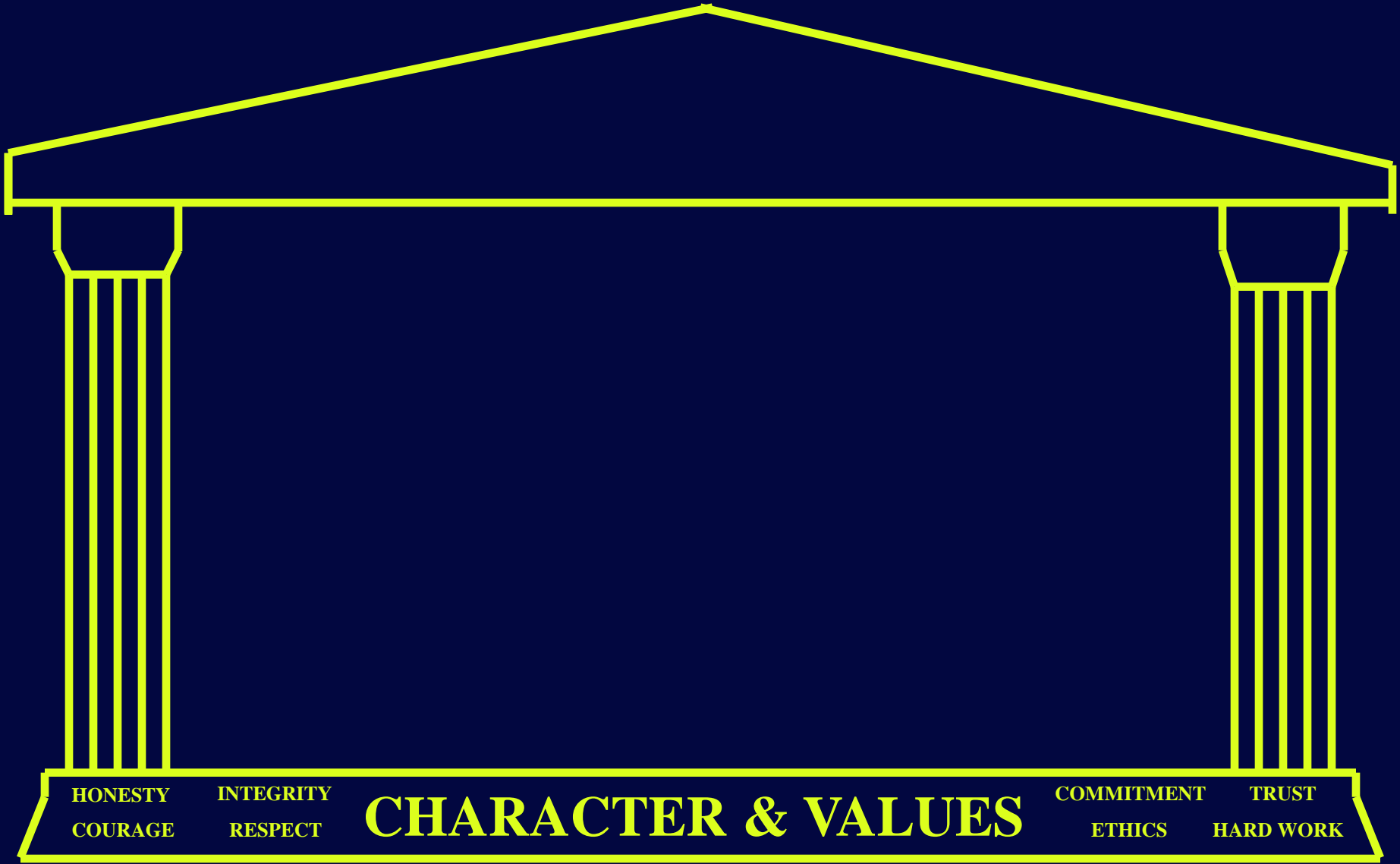
HONESTY
COURAGE

INTEGRITY
RESPECT

CHARACTER & VALUES

COMMITMENT
ETHICS

TRUST



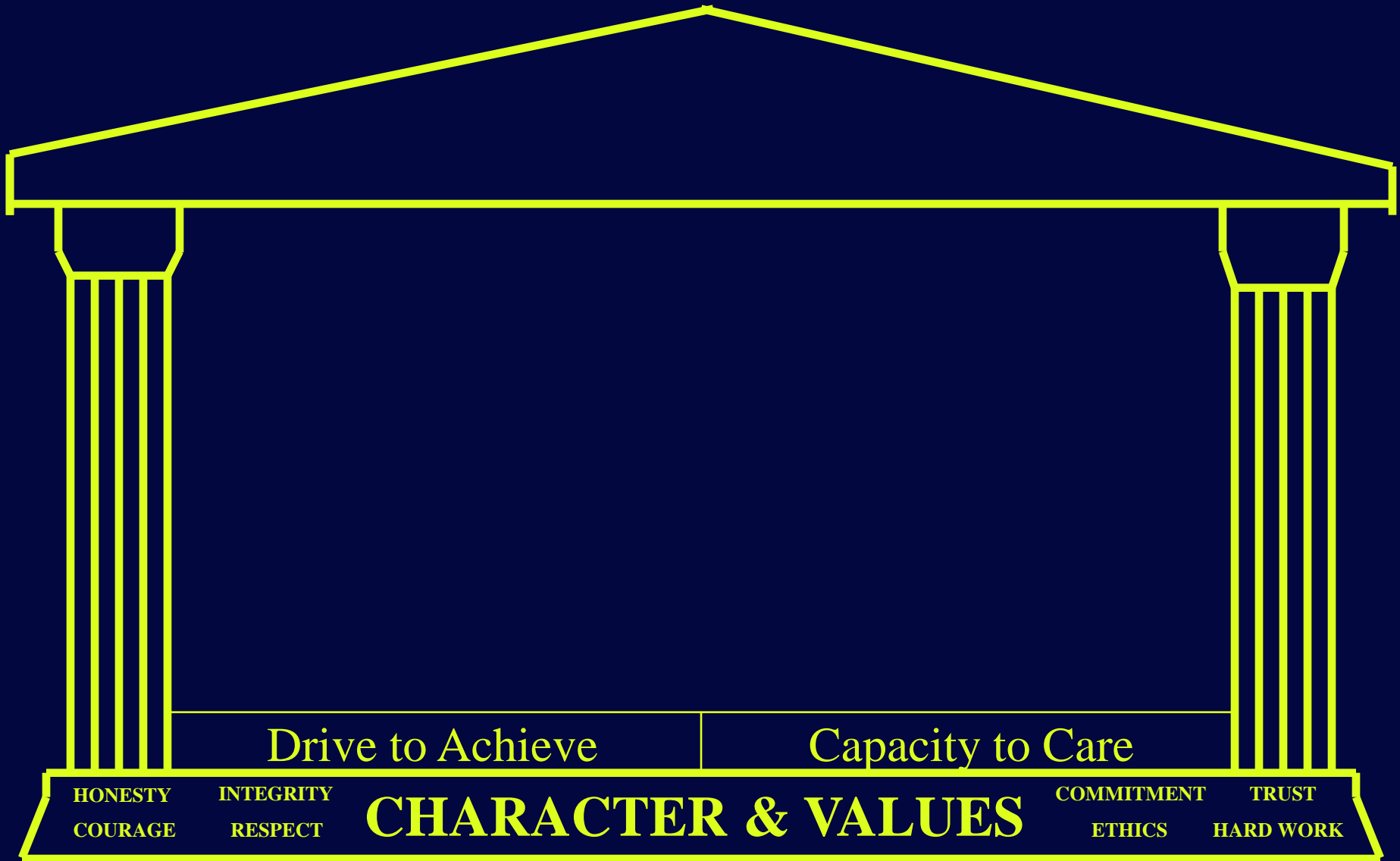
HONESTY
COURAGE

INTEGRITY
RESPECT

CHARACTER & VALUES

COMMITMENT
ETHICS

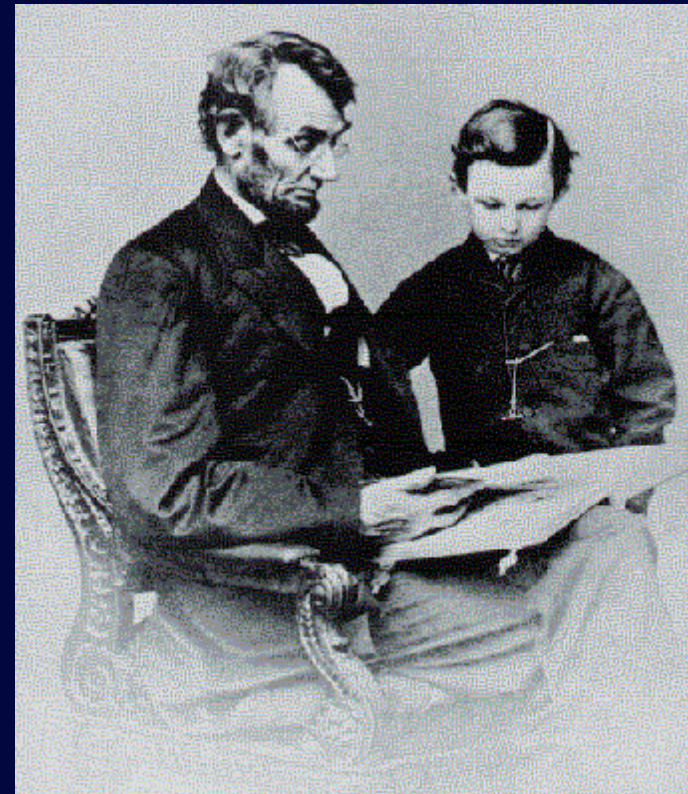
TRUST
HARD WORK



A Drive to Achieve

Combined With

The Capacity to Care

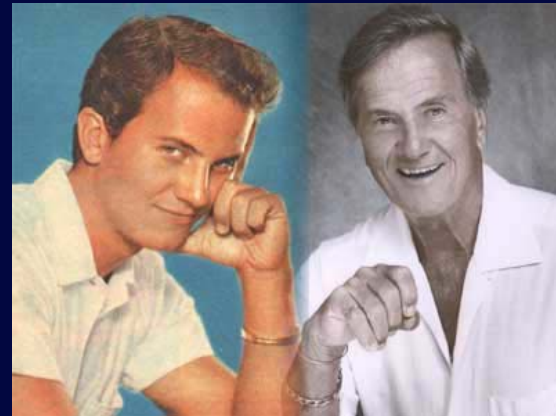




Chainsaw Al Dunlop

OR

Mr. Nice Guy





“He who achieves
something at the head of
one regiment will eclipse he
who does nothing at the head
of a hundred.”

A. Lincoln



“I shall do nothing in malice. What I deal with is too vast for malicious dealings.”

A. Lincoln



“With malice toward none,
with charity for all; with firmness in the right as God
gives us to see the right, let us strive on to finish the work we are in,
to bind up the nation’s wounds, to care for him who shall have borne
the battle and for his widow and his orphan, to do all which may
achieve and cherish a just and lasting peace among
ourselves, and with all nations.”

A. Lincoln

IN THIS TEMPLE
AS IN THE HEARTS OF THE PEOPLE
FOR WHOM HE SAVED THE UNION
THE MEMORY OF ABRAHAM LINCOLN
IS ENSHRINED FOREVER



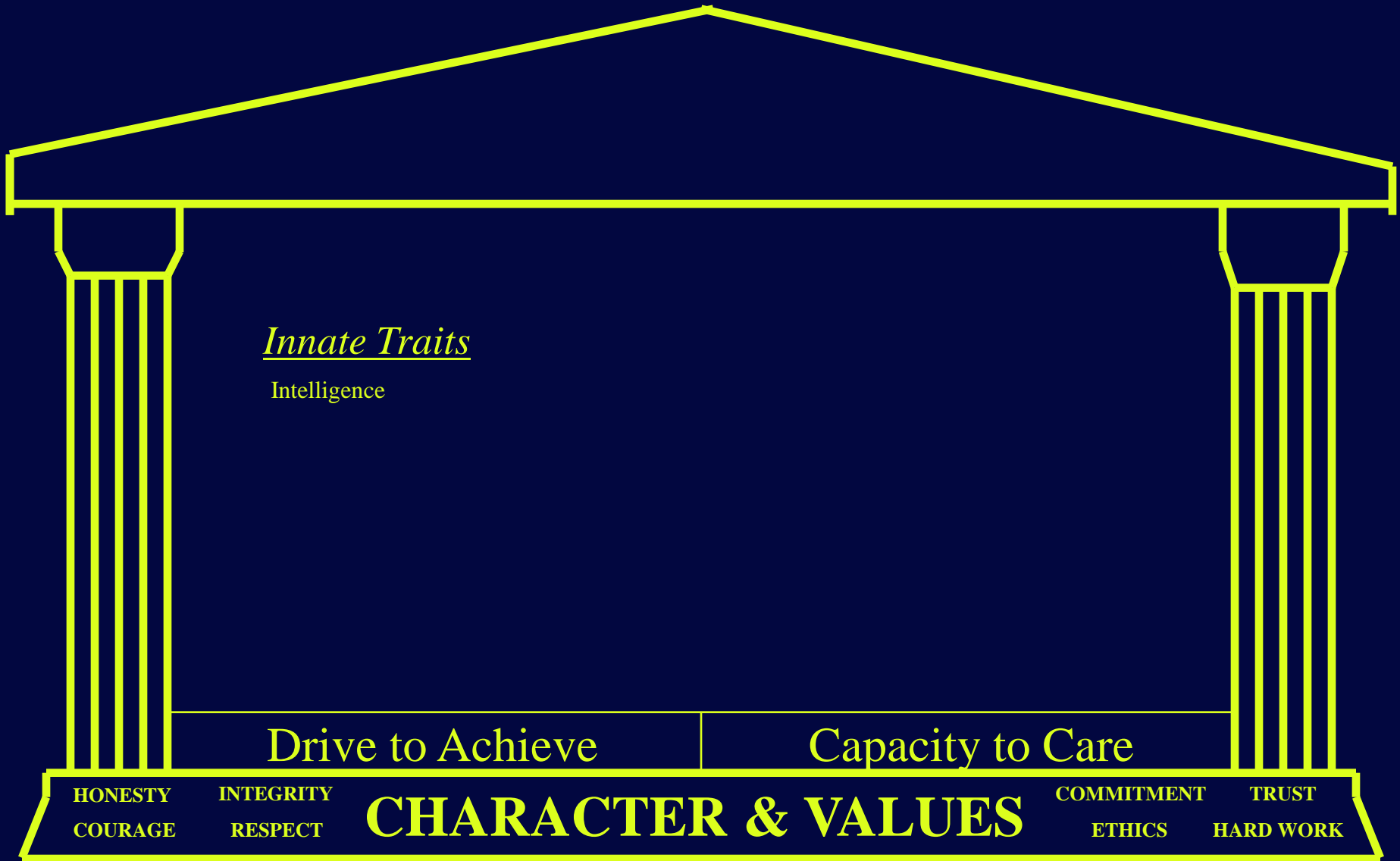
Dwight D. Eisenhower



Native Ability

Opportunity

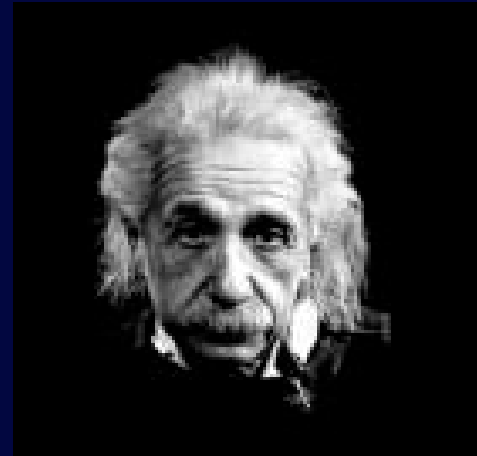
Knowledge of Your Craft

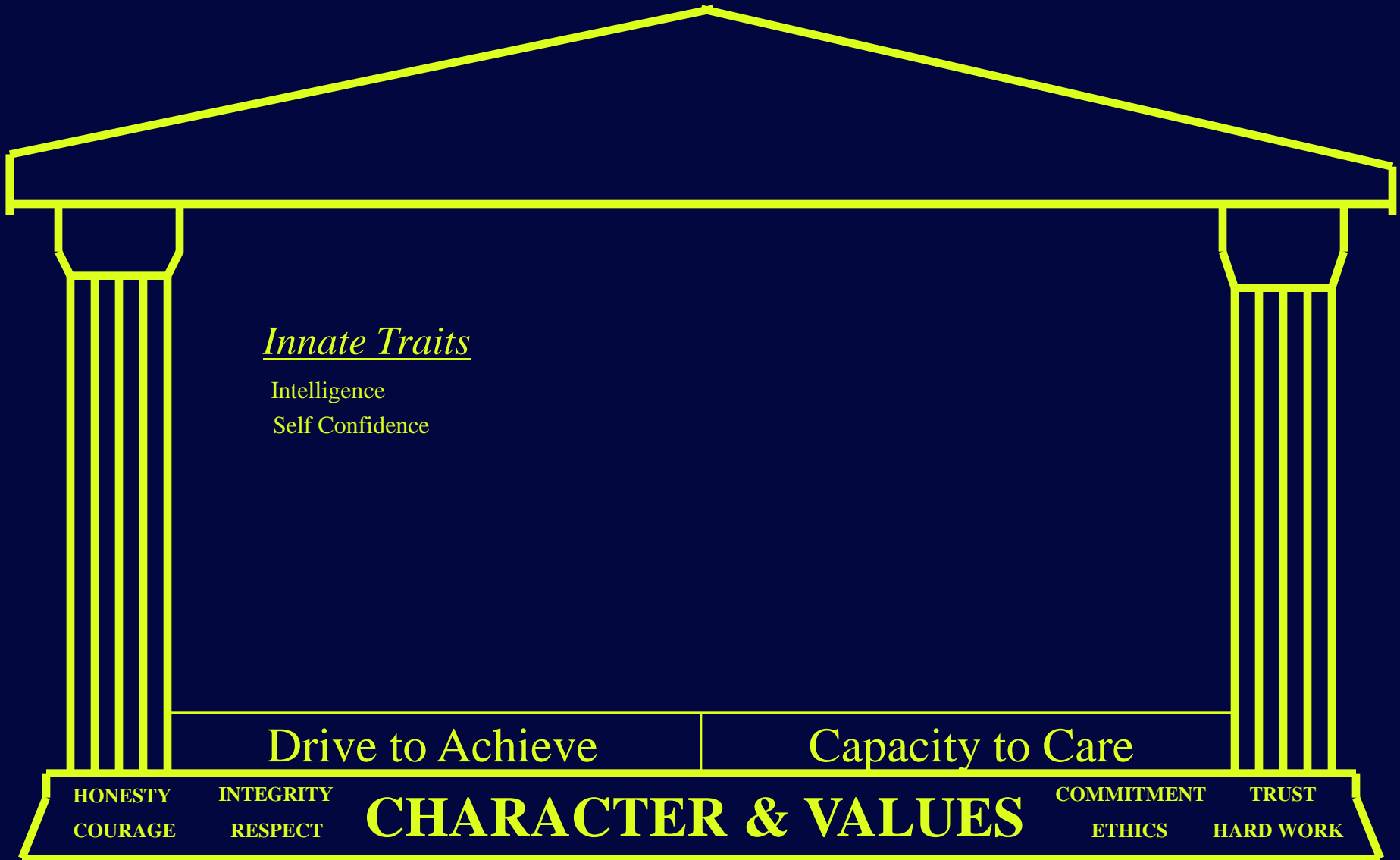


Intelligence

“The significant problems we have cannot be solved at the same level thinking with which we created them.”

Albert Einstein





Self-Confidence

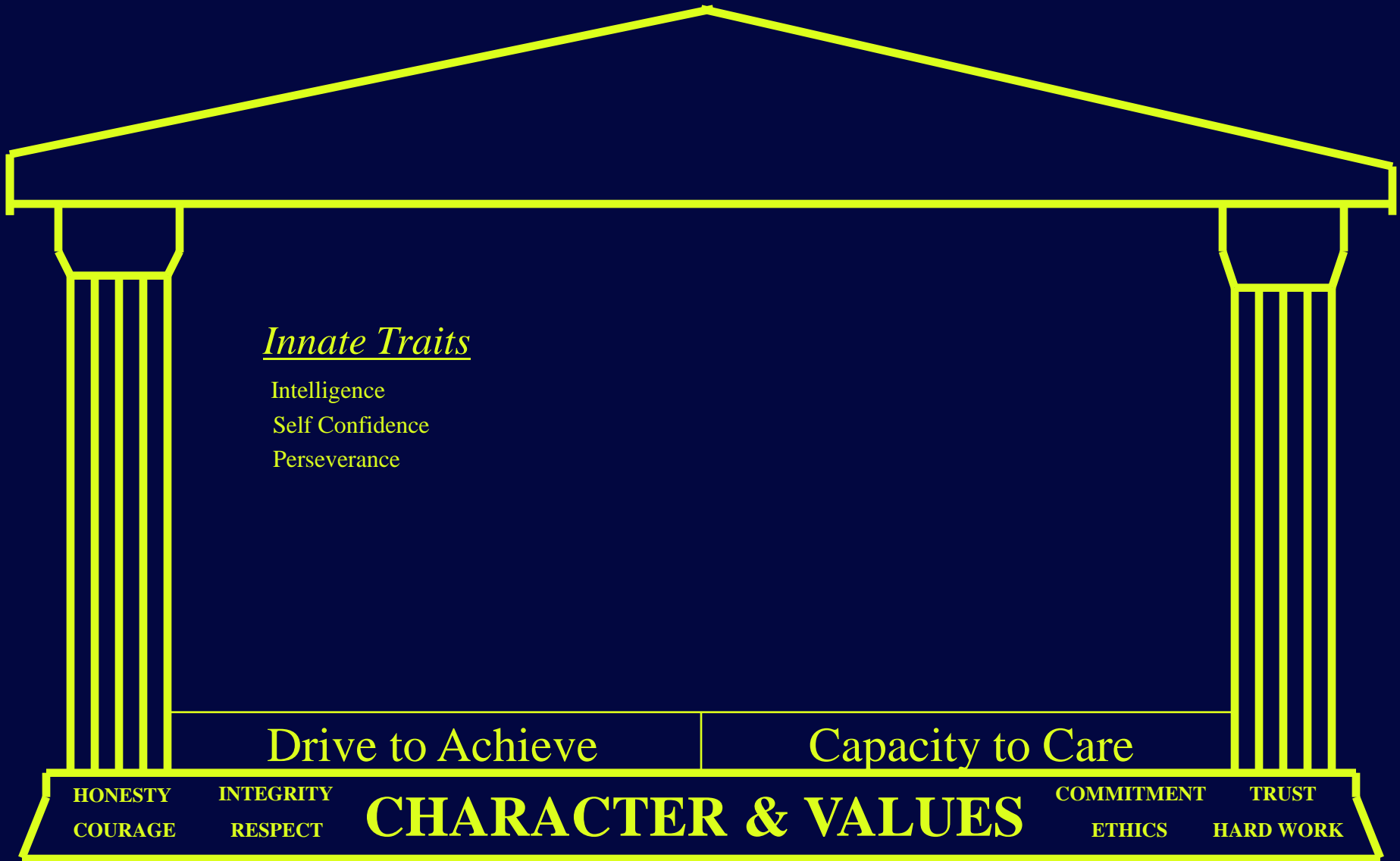
“It is the mind that makes the body.”

Sojourner Truth



“No one can make you feel inferior
without your own consent.”

Eleanor Roosevelt



Perseverance



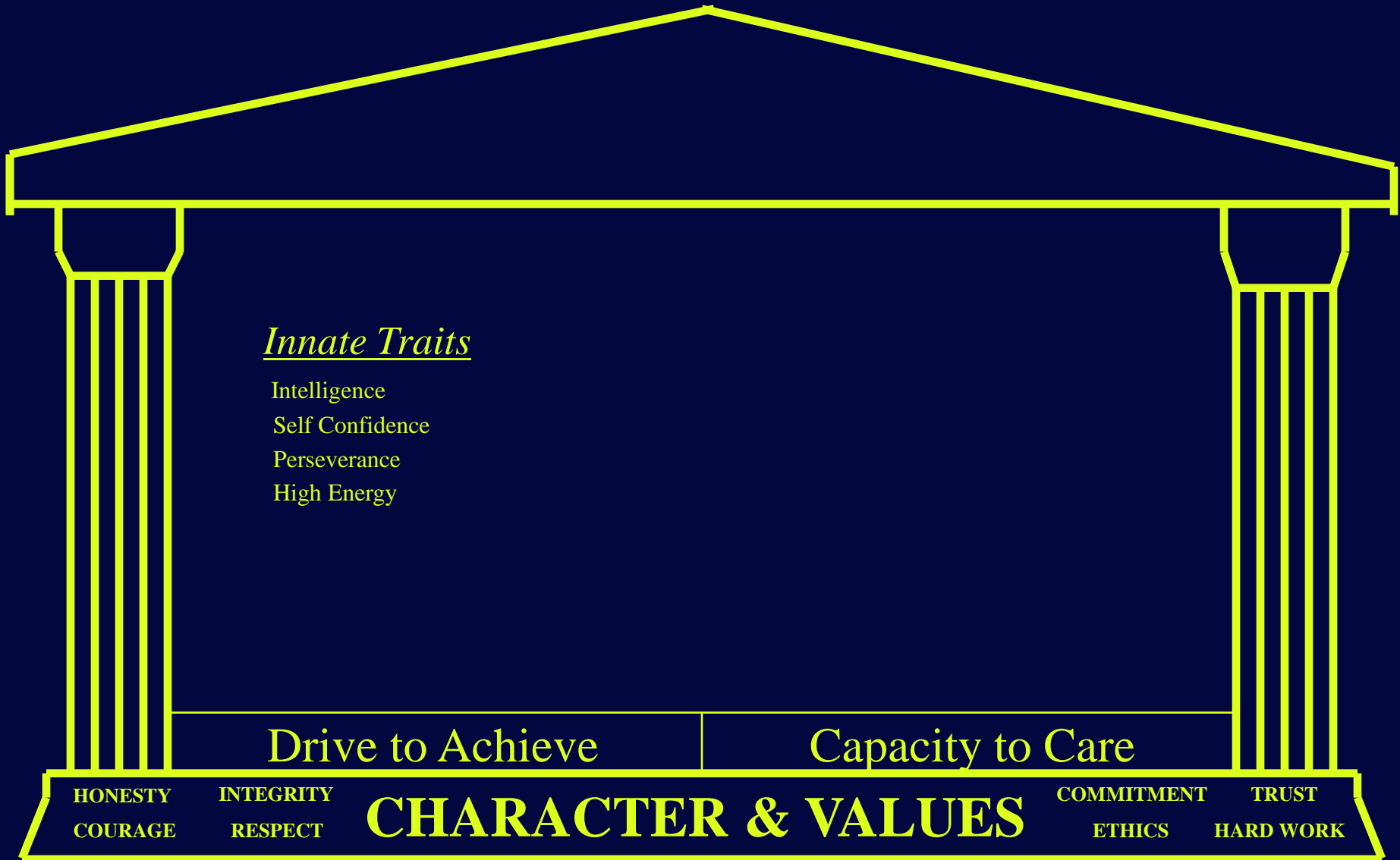
“You’ll never find a better sparring partner than adversity.”

Golda Meir

“You might have to fight a battle more than once to win it.

Margaret Thatcher





High Energy



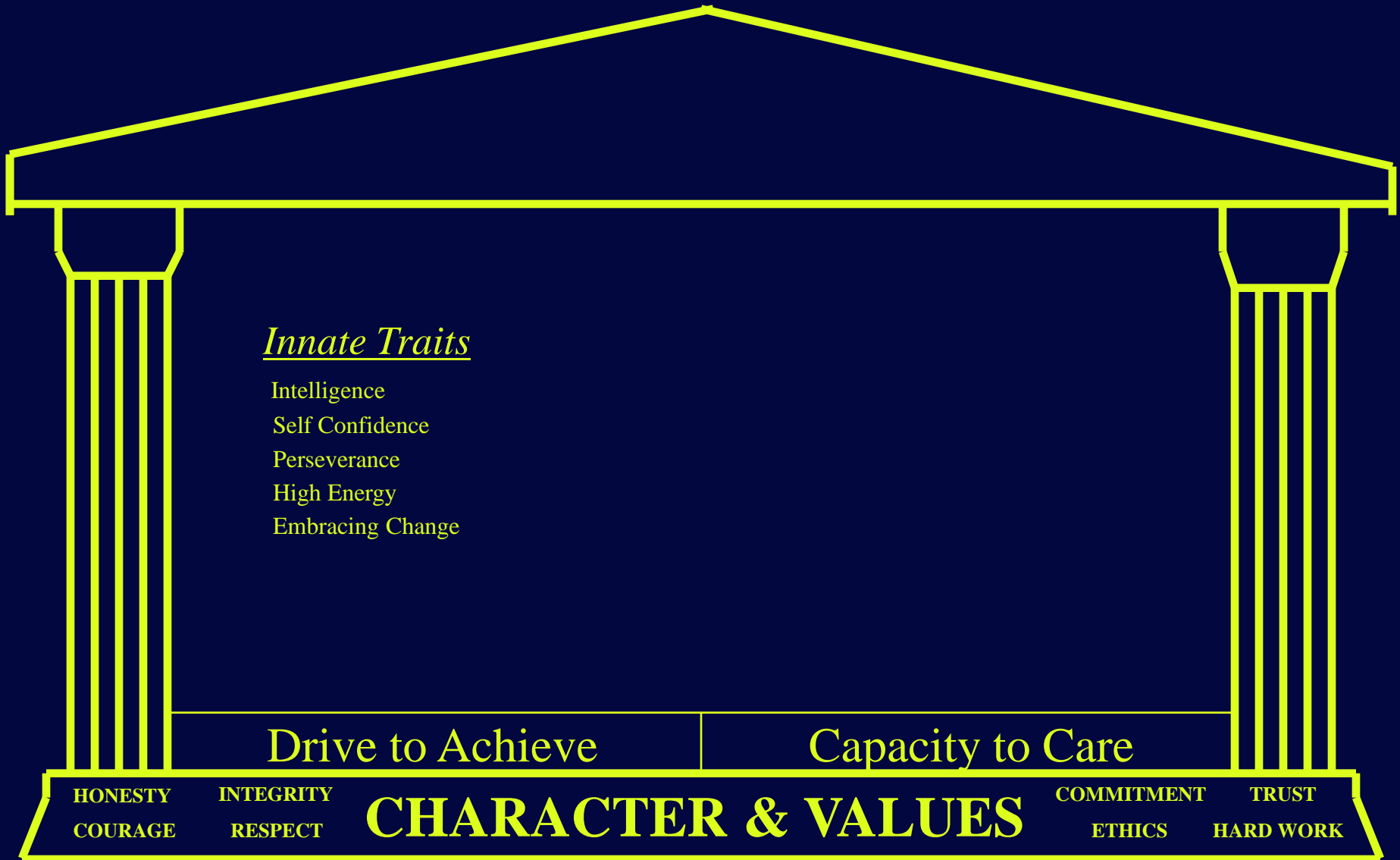
“How can you not be all on fire?”

Susan B. Anthony

“Fatigue makes cowards
of us all.”

Vince Lombardi

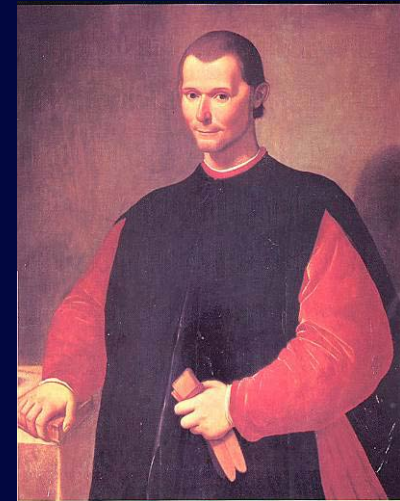




Embracing Change

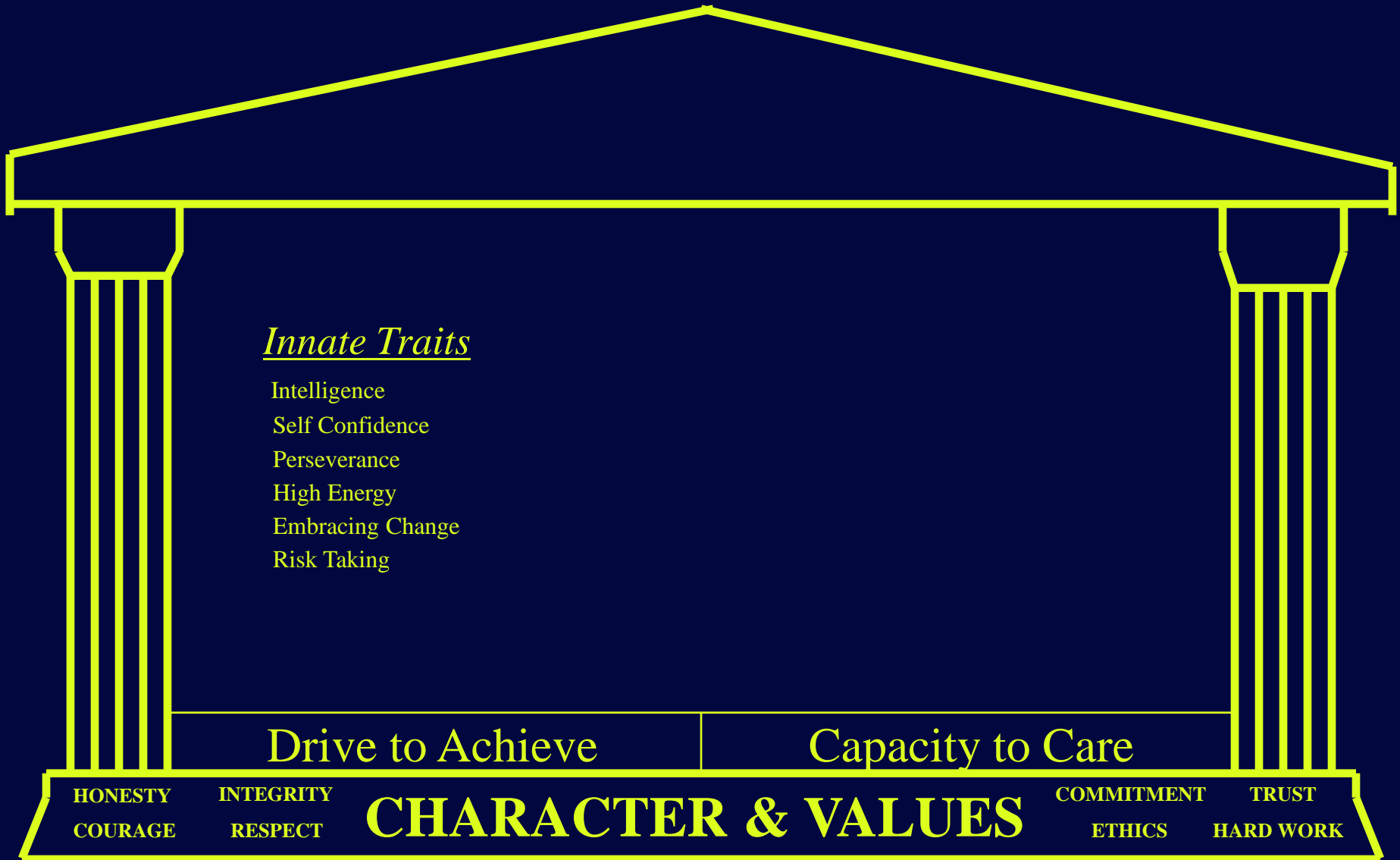
“Whosoever desires constant success must change his conduct with the times.”

Niccolo Machiavelli



“Never doubt that a small group of thoughtful, concerned citizens can change the world.”

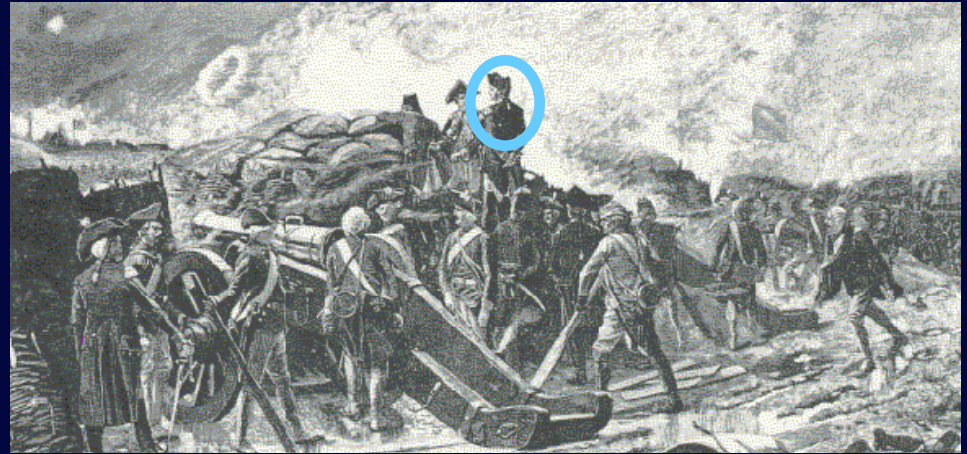
Margaret Mead



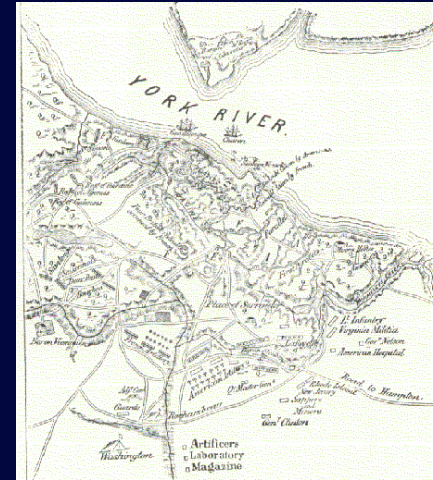
Risk Taking

“I am distressed beyond expression. . . . If you get anything new from any quarter, send it, I pray you, on the spur of speed, for I am almost all impatience and anxiety.”

George Washington



Washington at Yorktown

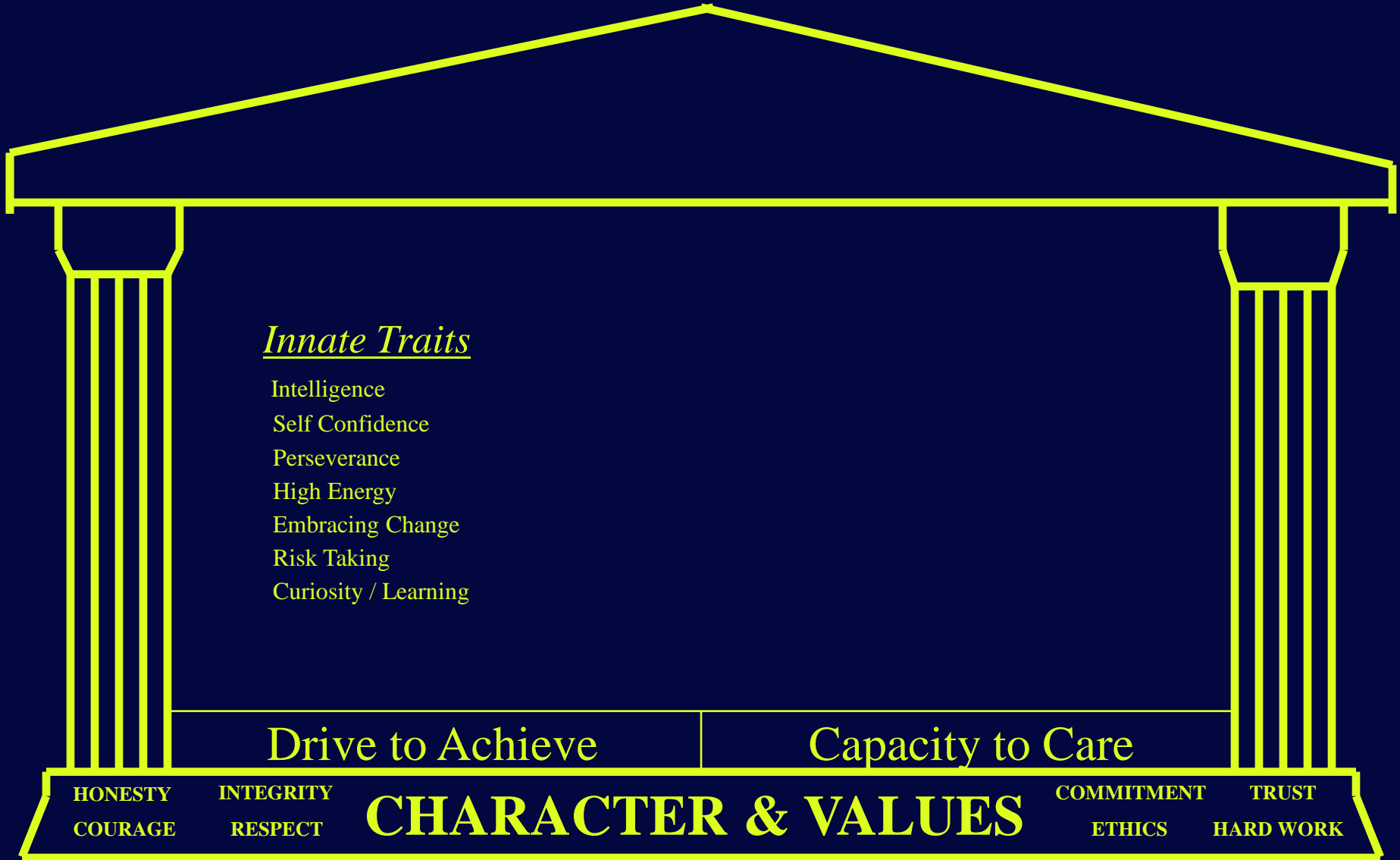


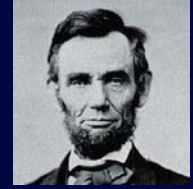
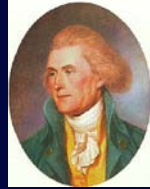
“The play, sir, is over.”

Marquis de Lafayette

“Exemplary leaders [display] an inclination from early childhood for risk-taking.”

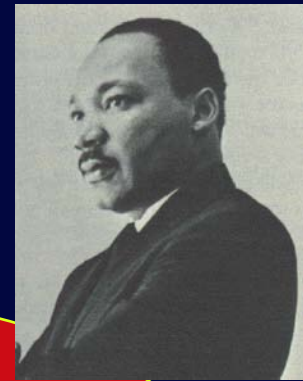
“Leaders are risk-takers [who] do not easily withdraw from the fray.” **





Curiosity & Continual Learning

- * Self-Analysis
- * Self-Criticism
- * Continued Intellectual Study
- * Learn from mistakes and experience
- * Formal Post-Mortems
- * Detailed Preparation



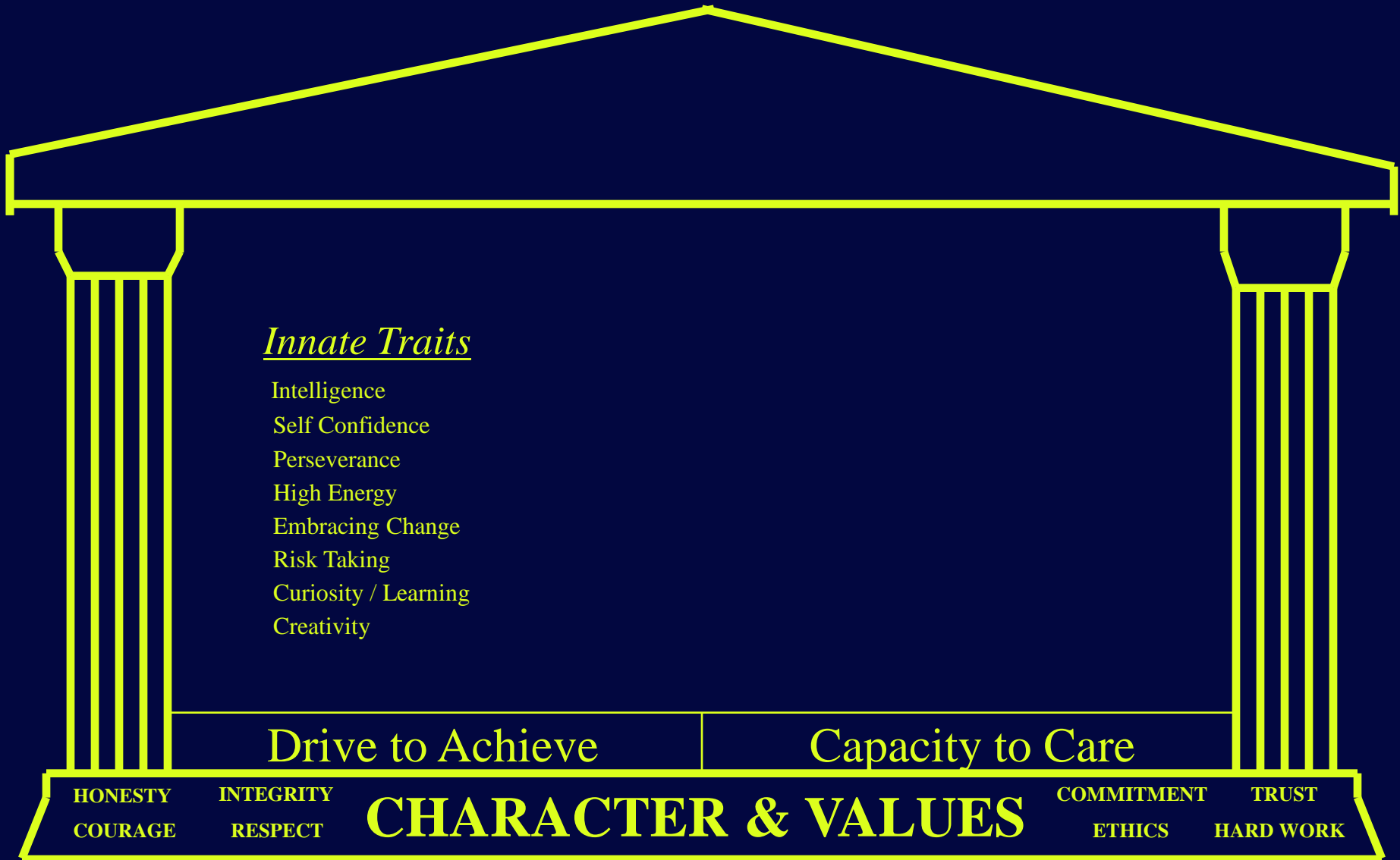
*“All readers cannot be leaders.
But all leaders must be readers.”*

Harry S. Truman

*“When we go into action
and confront our adversaries, we
must be as armed with knowledge as they.”*

*“Learn and grow from the wisdom
of the opposition.”*

Martin Luther King, Jr.



Creativity



“There are painters who transform the sun to a yellow spot. But there are others who, with the help of their art and their intelligence, transform a yellow spot into the sun.”

Pablo Picasso

“Whoever is providing leadership needs to be as fresh and thoughtful and reflective as possible to make the very best fight.”

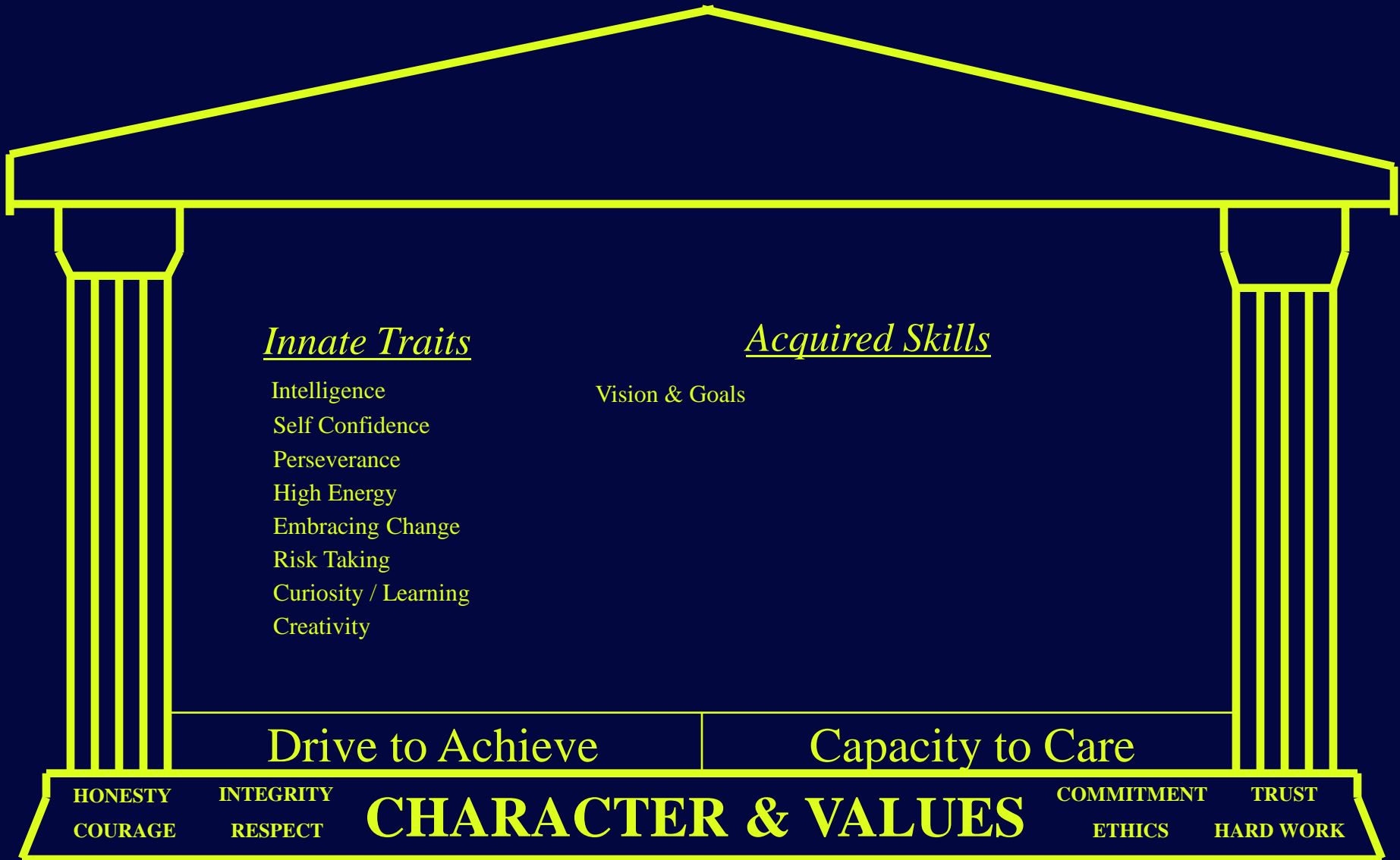


Faye Wattleton

Dwight D. Eisenhower



Native Ability
Opportunity
Knowledge of Your Craft

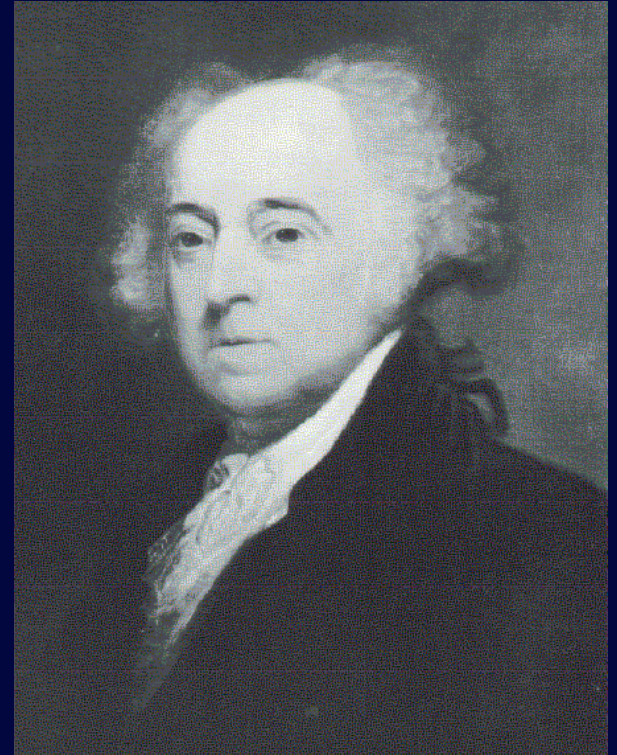


Vision and Goals

“I see a union”

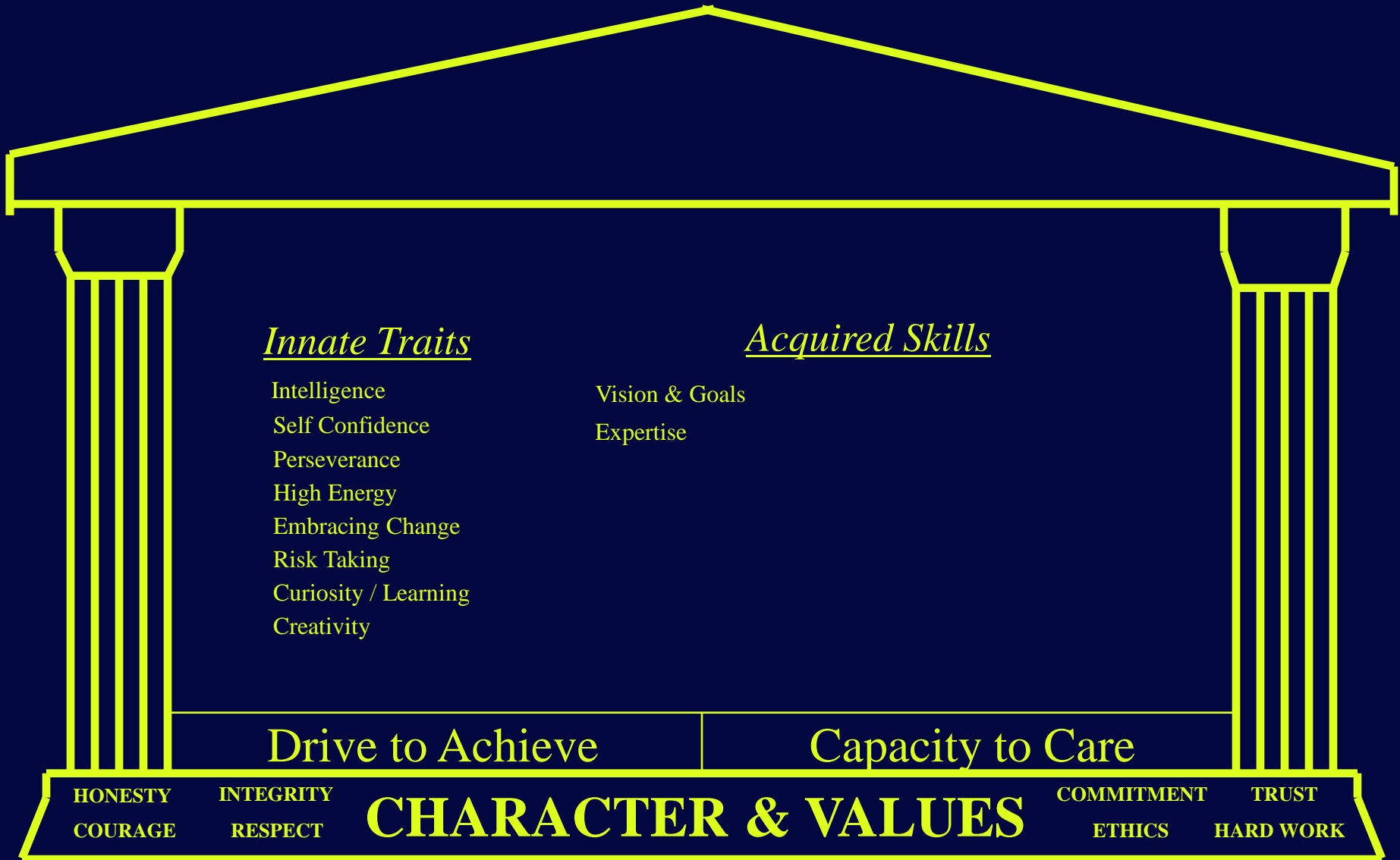
Involve Others

**“We should
invite the people”**

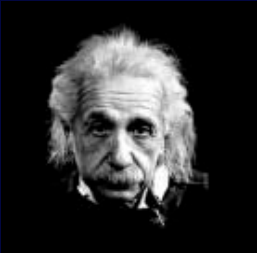


*“People derive inspiration
from their involvement.”*





Expertise



Science



Politics



Computers



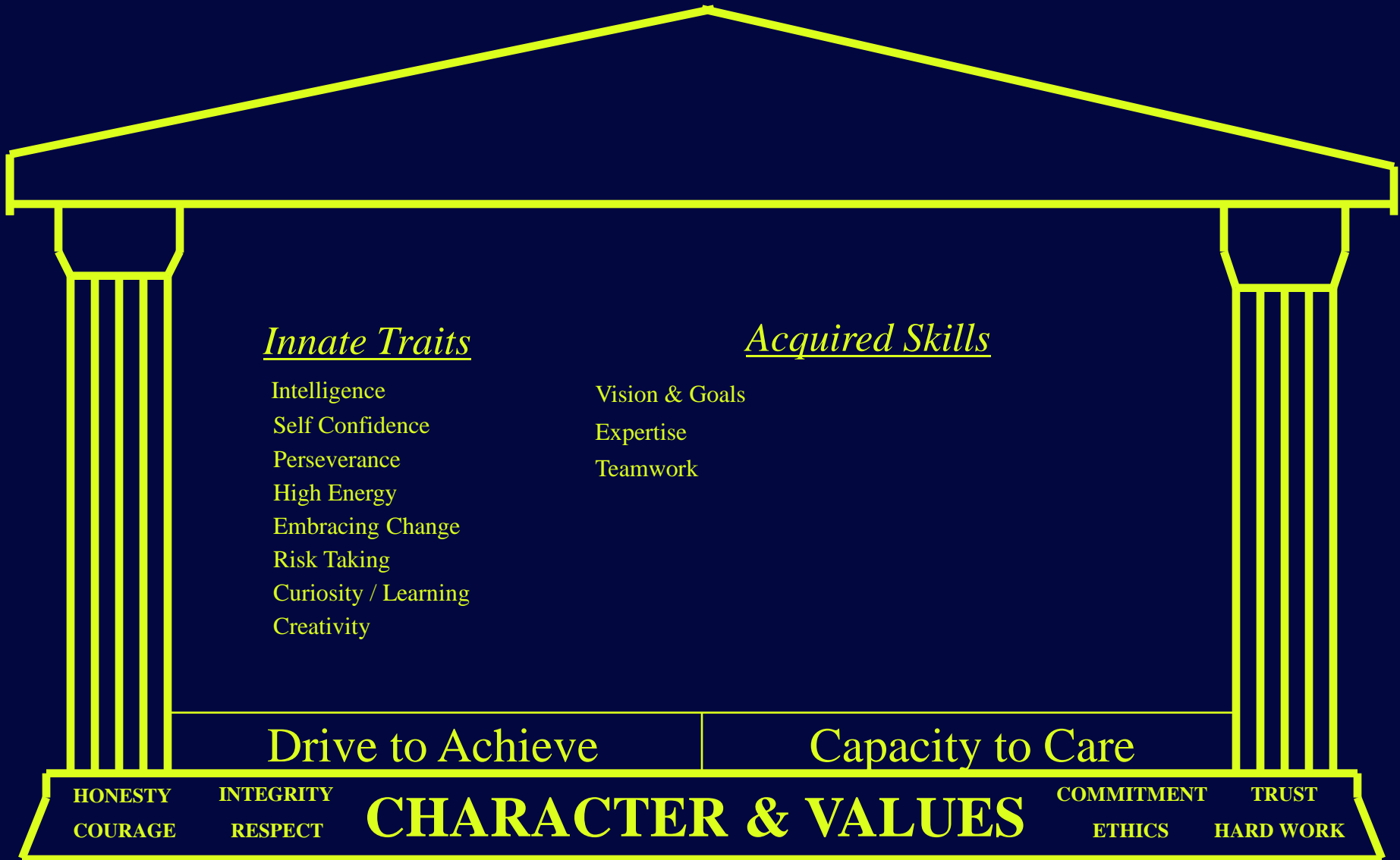
Writing



Architecture



Nursing

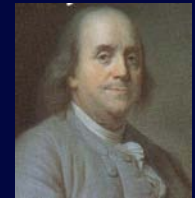
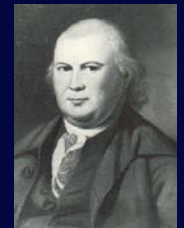
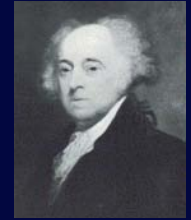
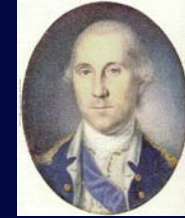


Teams, Teamwork, Team-Building

Advantages of Teams *

1. They bring together a broader mix of skills that exceed those of any single individual.
2. They jointly develop and strive toward goals.
3. Teams can adjust with greater speed and effectiveness.
4. Trust and confidence are more easily built in teams.

The Wisdom of Teams; Katzenback and Smith; 1993.



Teamwork

The Fist

Communication

Trust

Collective Responsibility

Caring

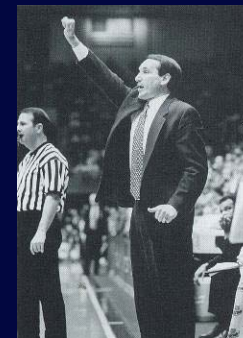
Pride

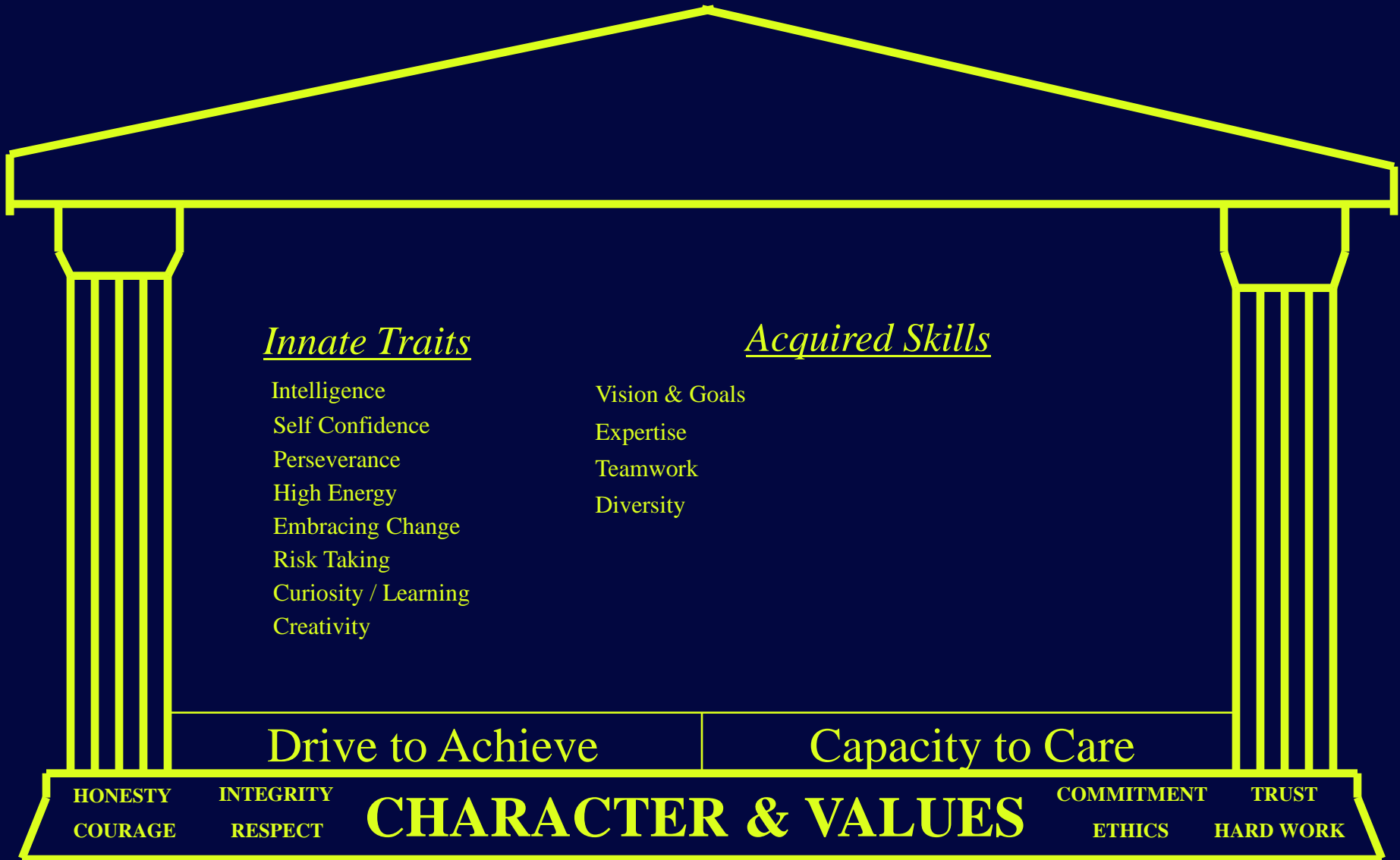
Camaraderie

Confidence

Courage

Continual Learning





Goes beyond race and gender.

Diversity

Makes good business sense.

Expertise

Finance
Engineering
Communication
Human Resources

Experience

Mature
Moderate
Young

Personality

Right-Brain
Left-Brain
Big Picture
Details

Skill

Writing
Speaking
Budgets
Design

Culture

American
European
African
Asian

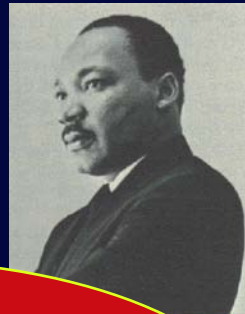
Thoughts and Ideas

Creative
Innovative
Conservative
Liberal
Traditional



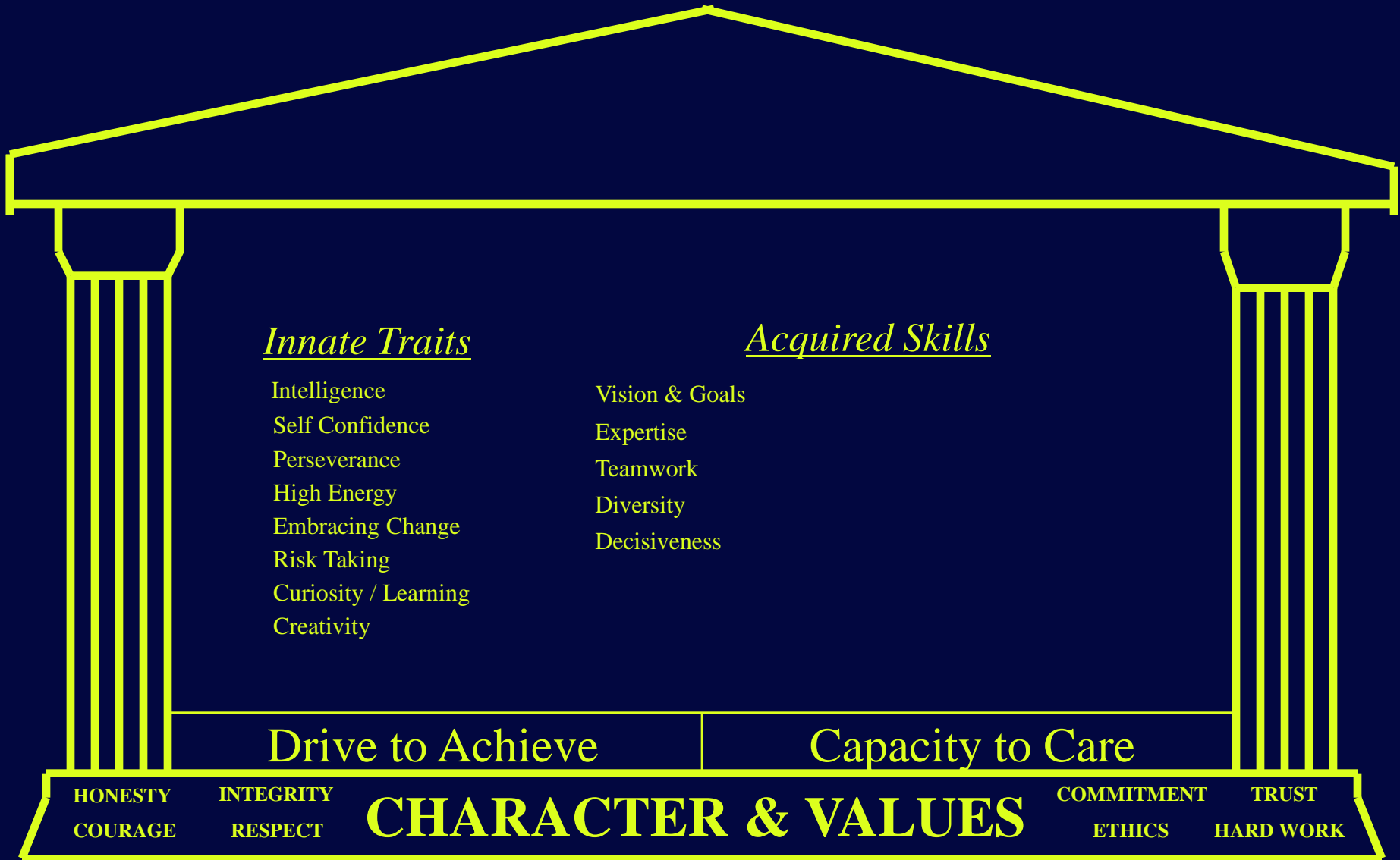
“Diversity in the gene pool creates strength and survivability in any species.”

Charles Darwin
Origin of the Species



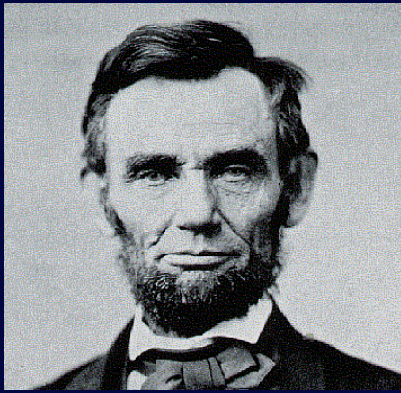
“In a multi-racial society, no group can make it alone.”

Martin Luther King, Jr.

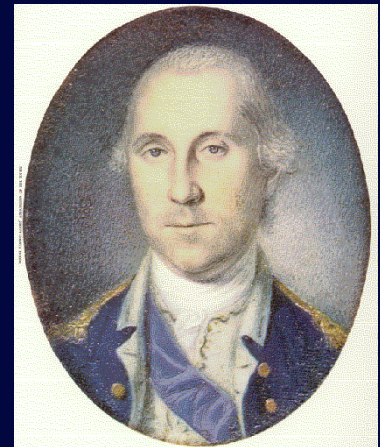
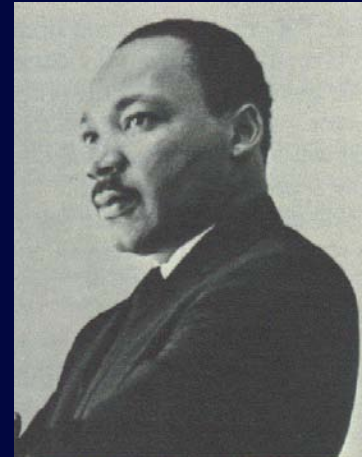


Decisiveness

Classic 4-Step Decision-Making Process

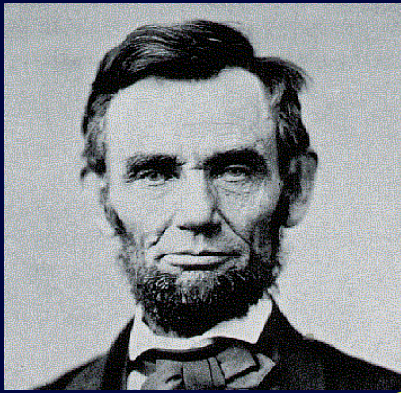


1. Gather information and understand the facts.
2. Consider various solutions and their consequences.
3. Ensure consistency with personal policy and objectives.
4. Effectively communicate the decision.

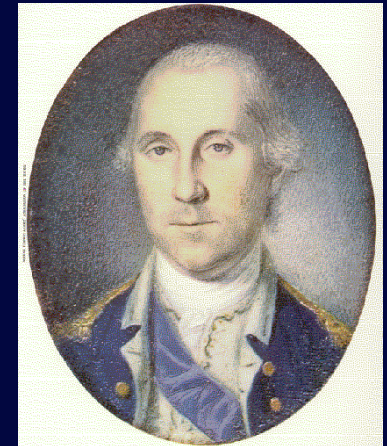
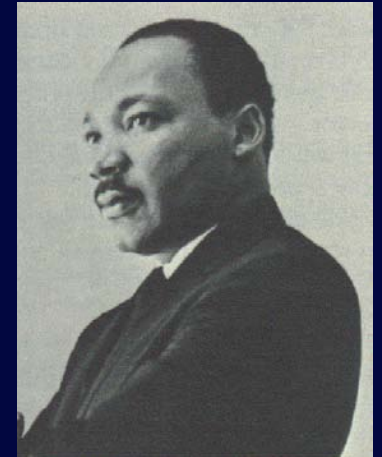


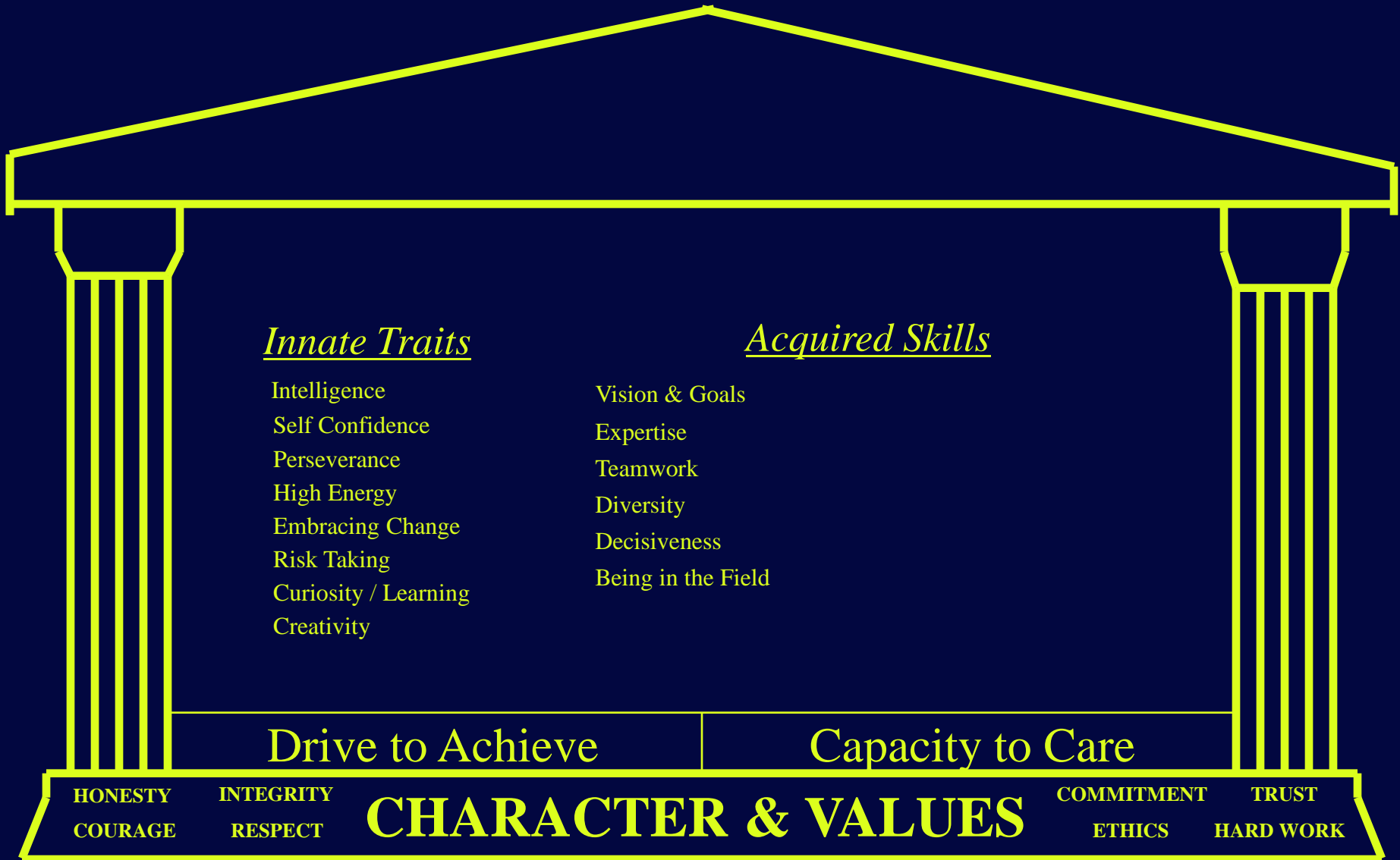
Decisiveness

Classic 5-Step Decision-Making Process



1. Gather information and understand the facts.
2. Involve all stakeholders in the process.
3. Consider various solutions and their consequences.
4. Ensure consistency with personal policy and objectives.
5. Effectively communicate the decision.



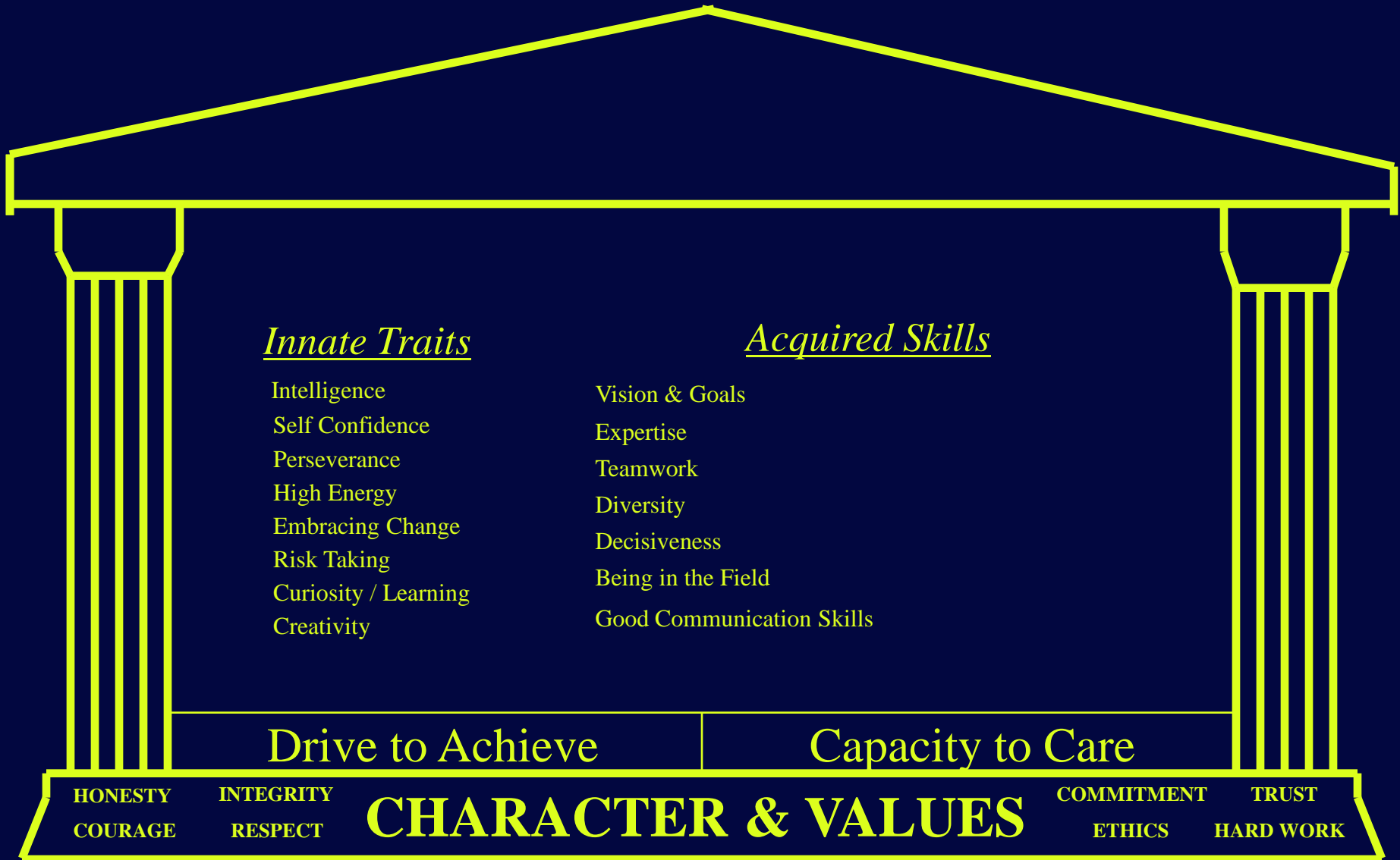


Being in the Field

“To form a just idea, it would be necessary to be on the spot.”

George Washington





Good Communication Skills

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Committees



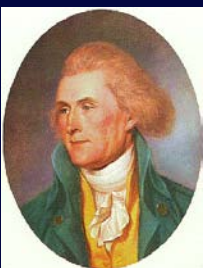
Oratory



Dissemination of Information

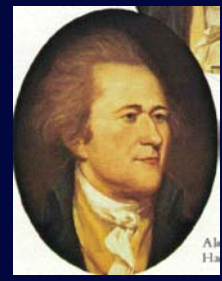


Mass Communication
Battlefield Reporting
Continuous Communications

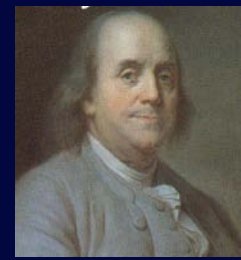


Mass Communication

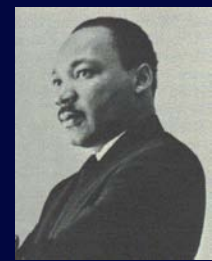
Poor Richard's Almanac
Boston Pamphlet
Suffolk Resolves
Cause and Necessity for Taking Up Arms
Common Sense
Declaration of Independence
The American Crisis
Constitution of the United States
Federalist Papers
The Rights of Man
Gettysburg Address
I Have A Dream Speech
Letter From Birmingham Jail



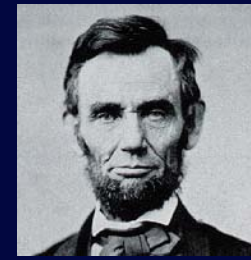
Lobbying



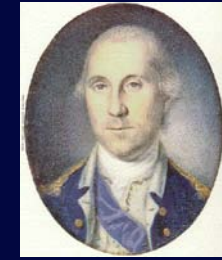
Conversation



Public Speaking

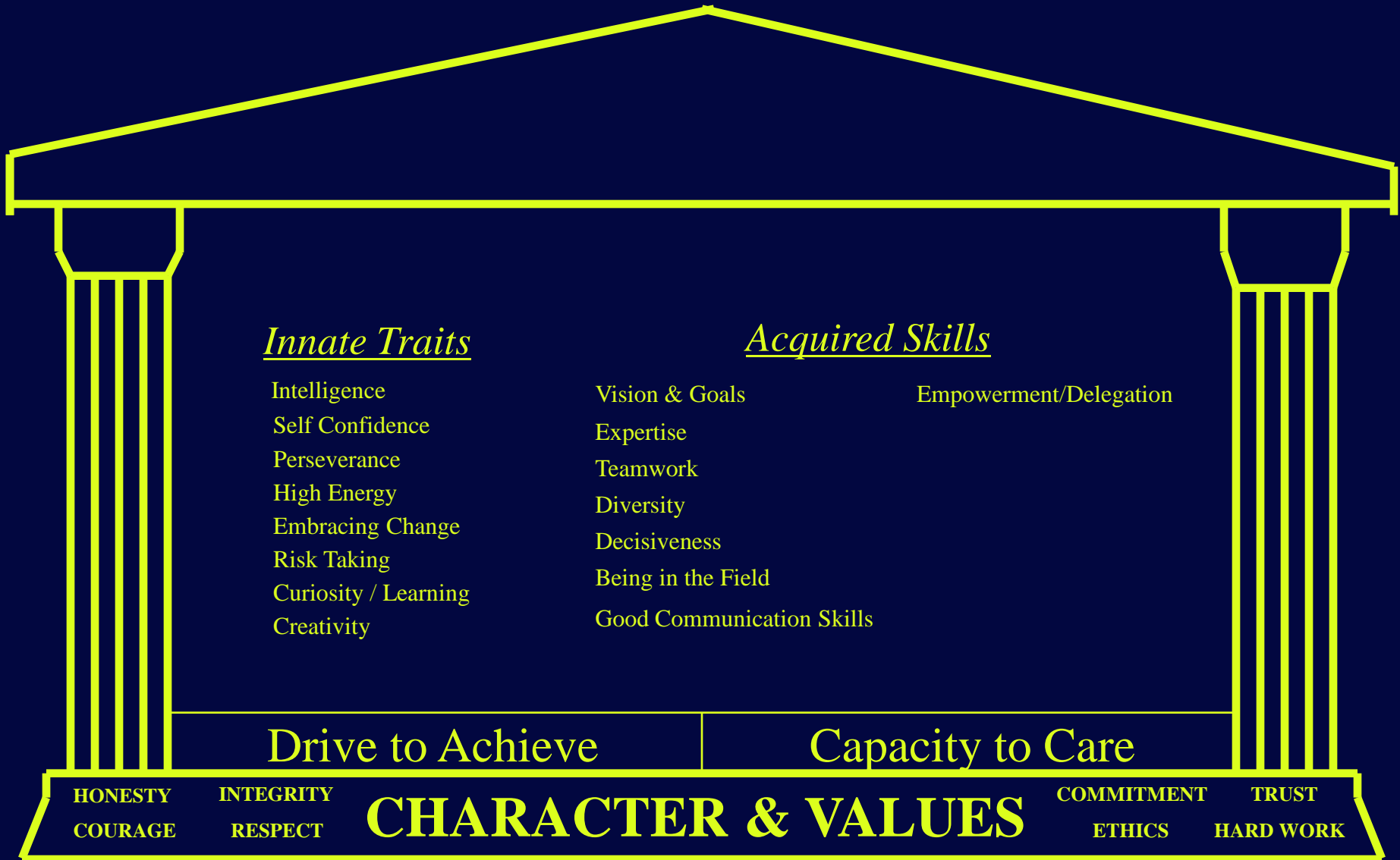


Storytelling

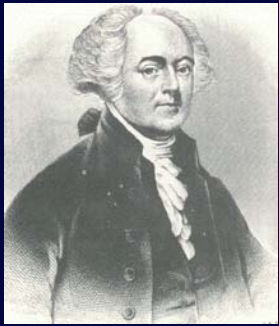


Human Contact

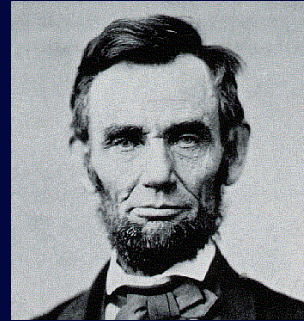
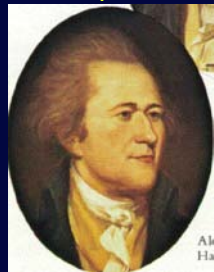
WRITING



Empowerment & Delegation



“I choose him.”

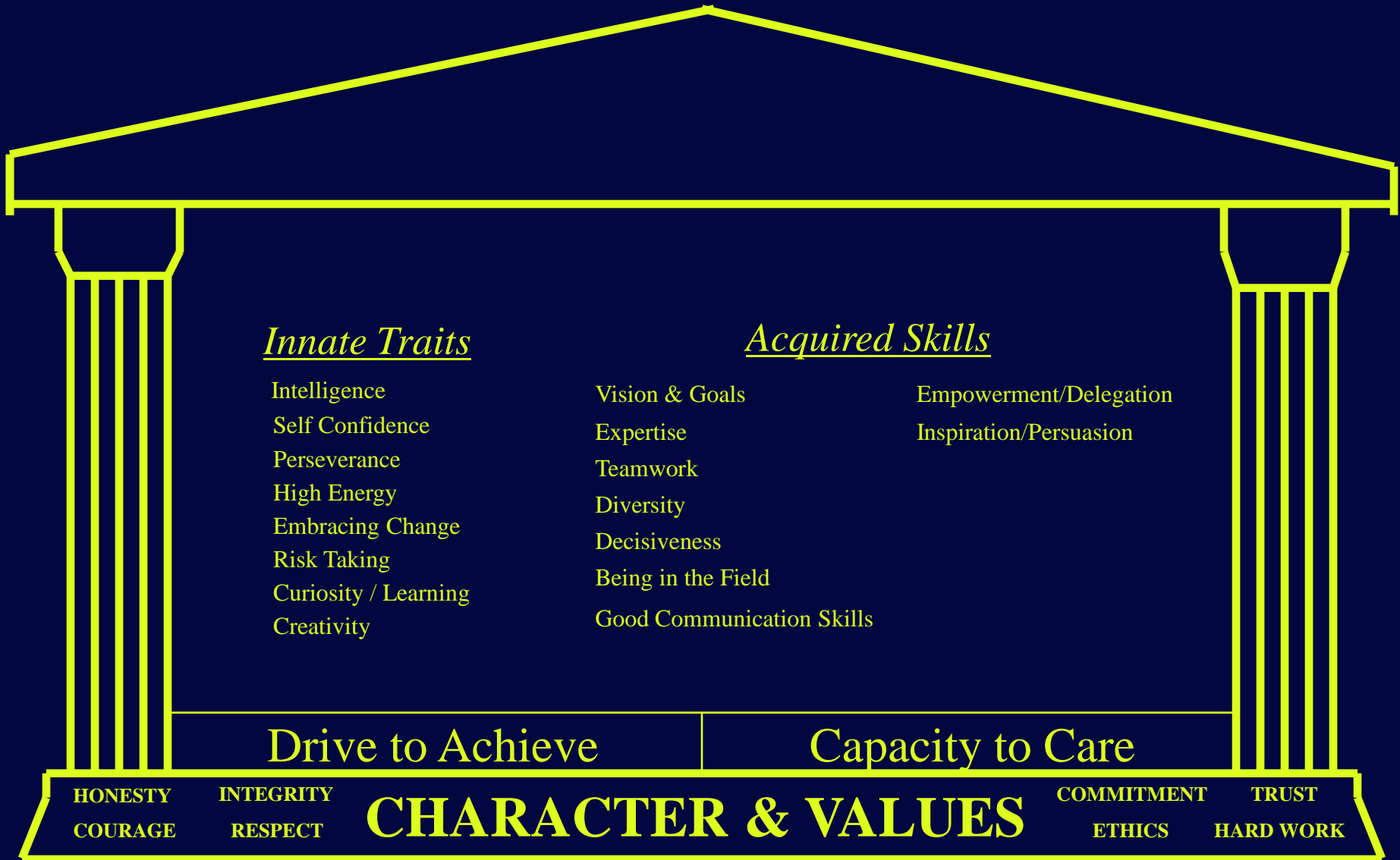


“I can’t spare this man.
He fights!”

Abraham Lincoln

“I choose him.”





Inspiration & Persuasion

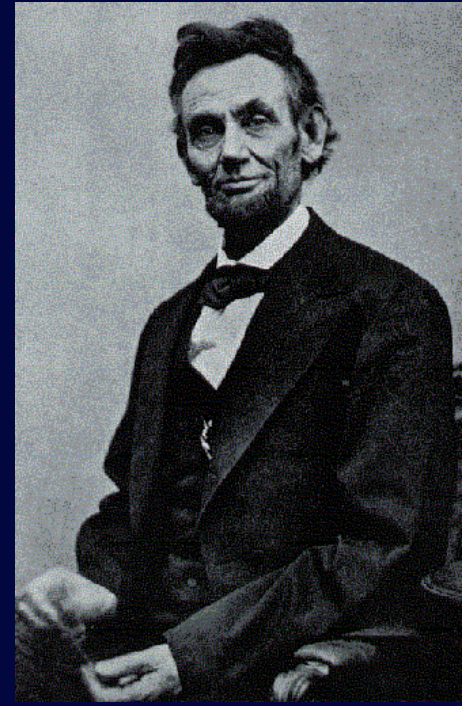


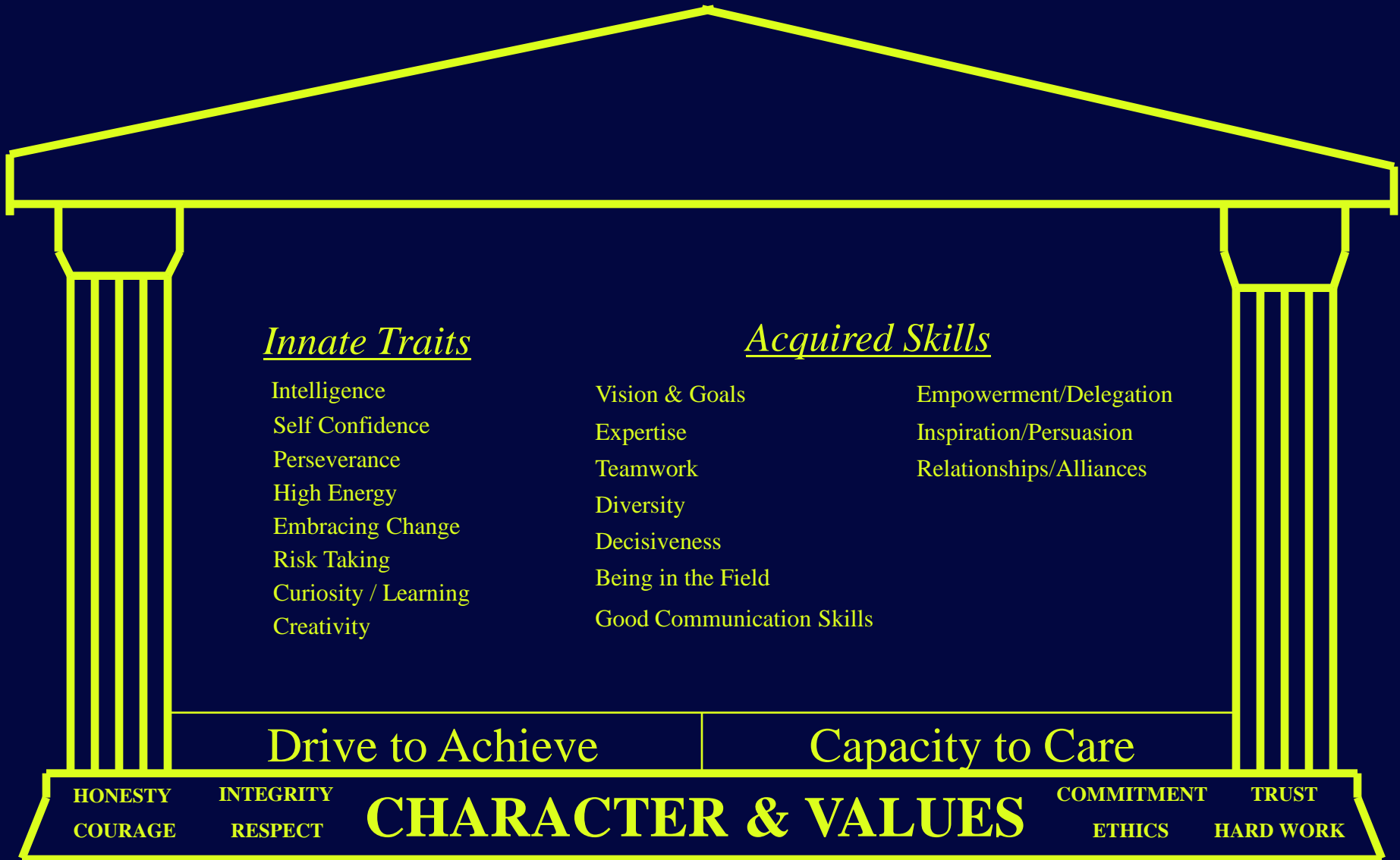
“I have a dream.”

Martin Luther King, Jr.

“With public sentiment, nothing can fail; without it, nothing can succeed. Consequently he who molds public sentiment goes deeper than he who enacts statutes or pronounces decisions.”

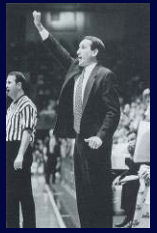
Abraham Lincoln





“Nearly everything in leadership comes back to relationships.”

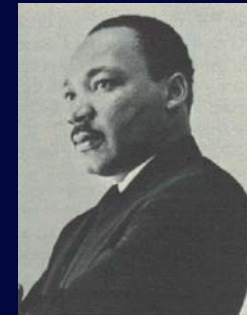
Coach K



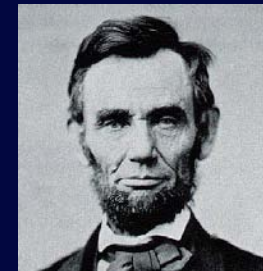
Relationships / Alliances

Advantages of Alliances

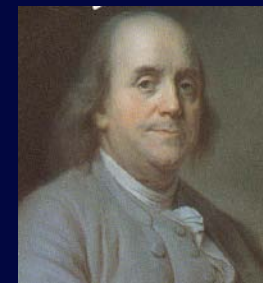
1. The banding together of individuals creates energy, enthusiasm, and courage.
2. In contrast to individuals working alone, people gain more power and strength in formal organizations.
3. Major social change is best achieved in groups.
4. Alliances effectively expand contacts and networks of communication.
5. Alliances allow more results to be achieved.



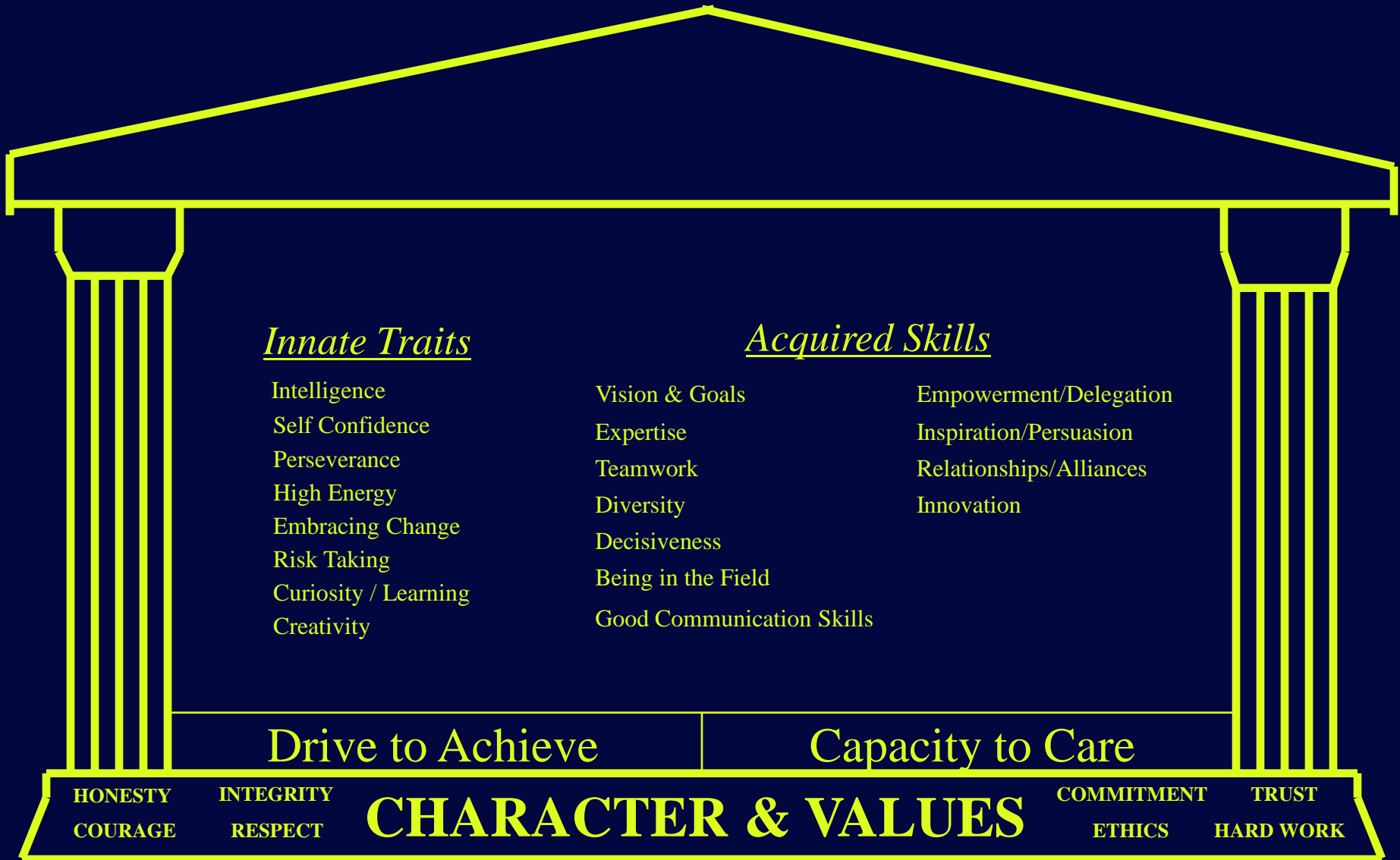
20th Century

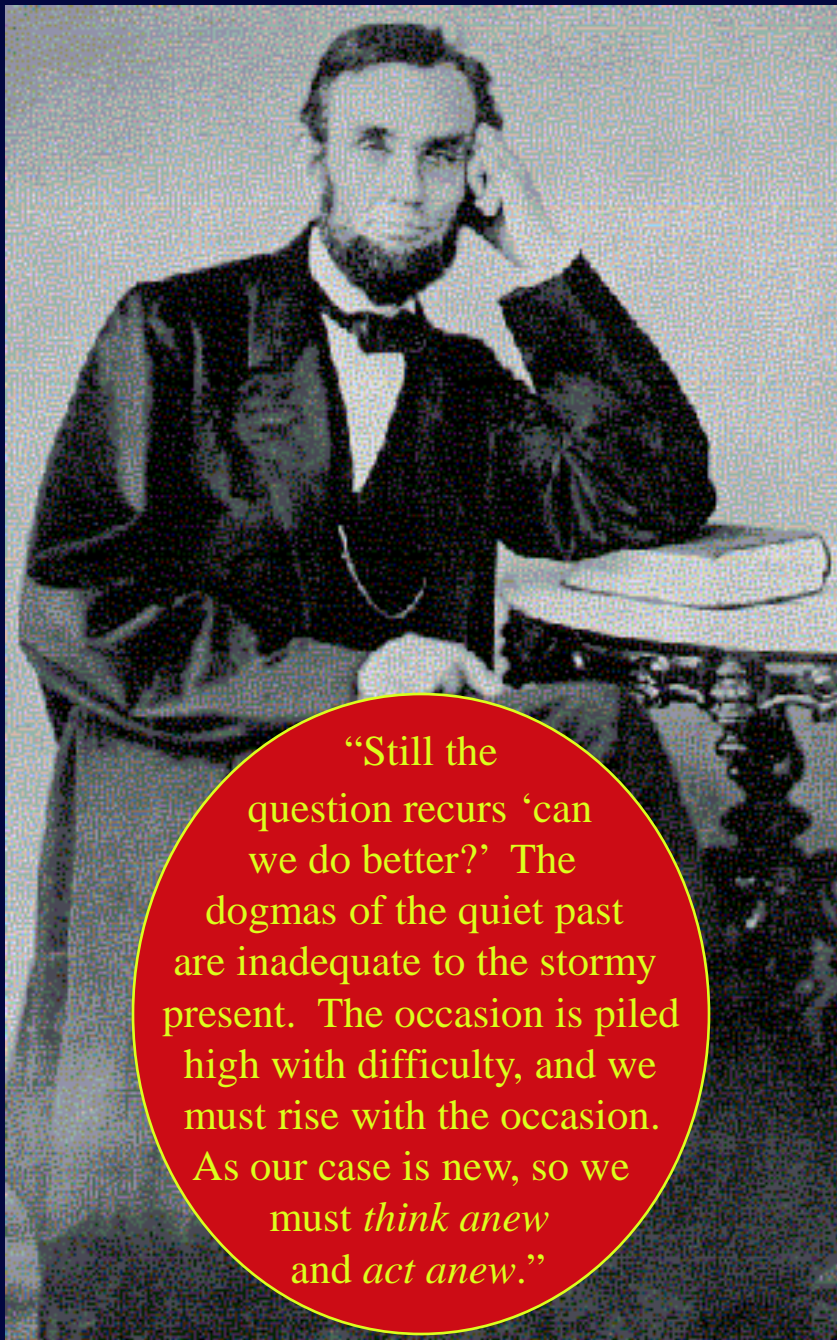


19th Century



18th Century

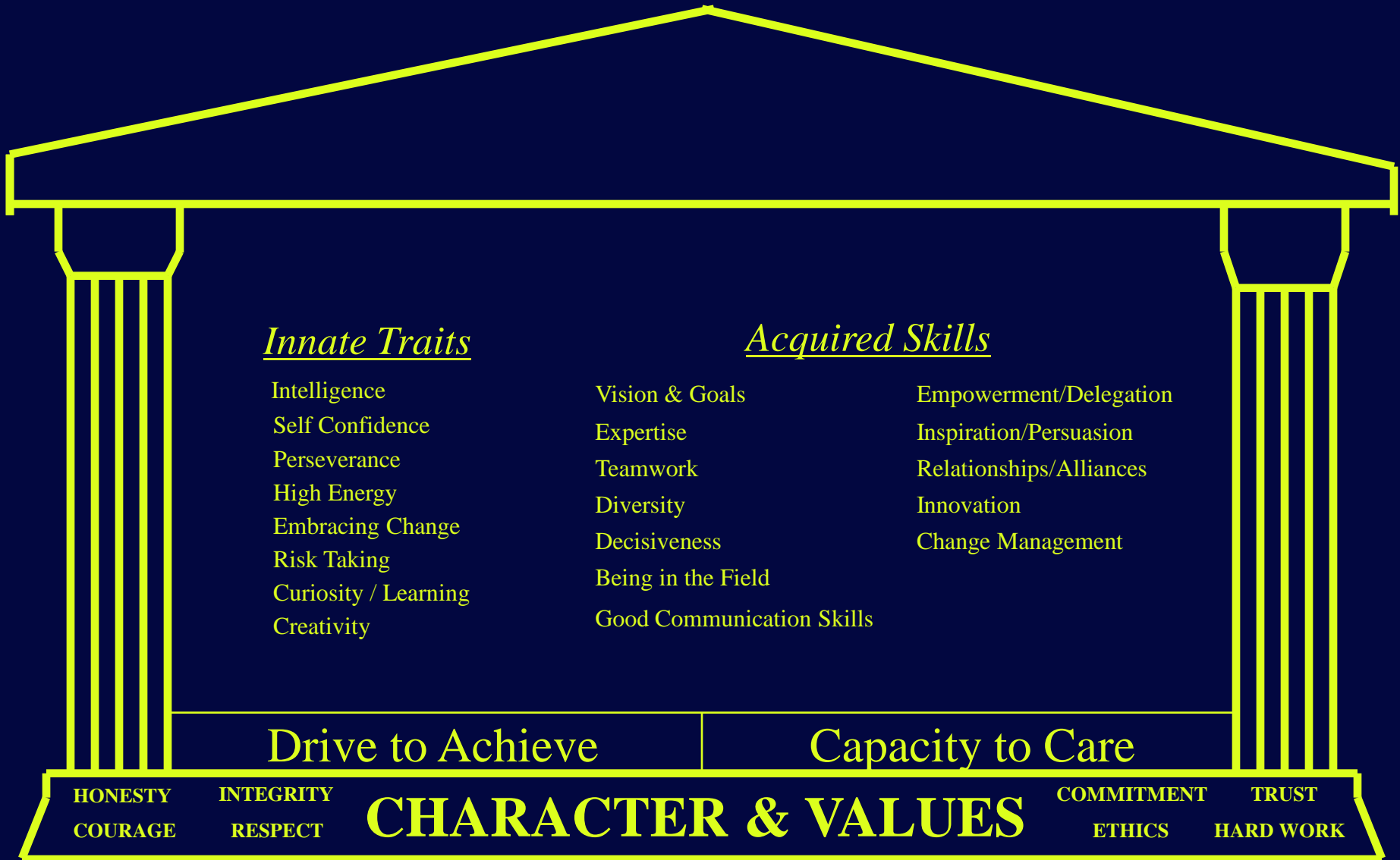




“Still the question recurs ‘can we do better?’ The dogmas of the quiet past are inadequate to the stormy present. The occasion is piled high with difficulty, and we must rise with the occasion. As our case is new, so we must *think anew* and *act anew*.”

Lincoln Innovations

- * First to Enact the Draft
- * First to Spend Money Without Approval of Congress.
- * First Income Tax
- * First Paper Money
- * First Sitting President to Come Under Enemy Fire
- * First Congressional Medal of Honor
- * First Thanksgiving Holiday
- * First to put “In God We Trust” On Coins
- * First to Establish Regular Nationwide Mail Delivery.
- * First to Receive Telegraph Message When Telegraph Lines Completed between Atlantic and Pacific.
- * First to Employ New Weapons
- * Issued the Emancipation Proclamation



Leaders are agents of change.

*If you're not changing,
you're not leading.*

Change Management

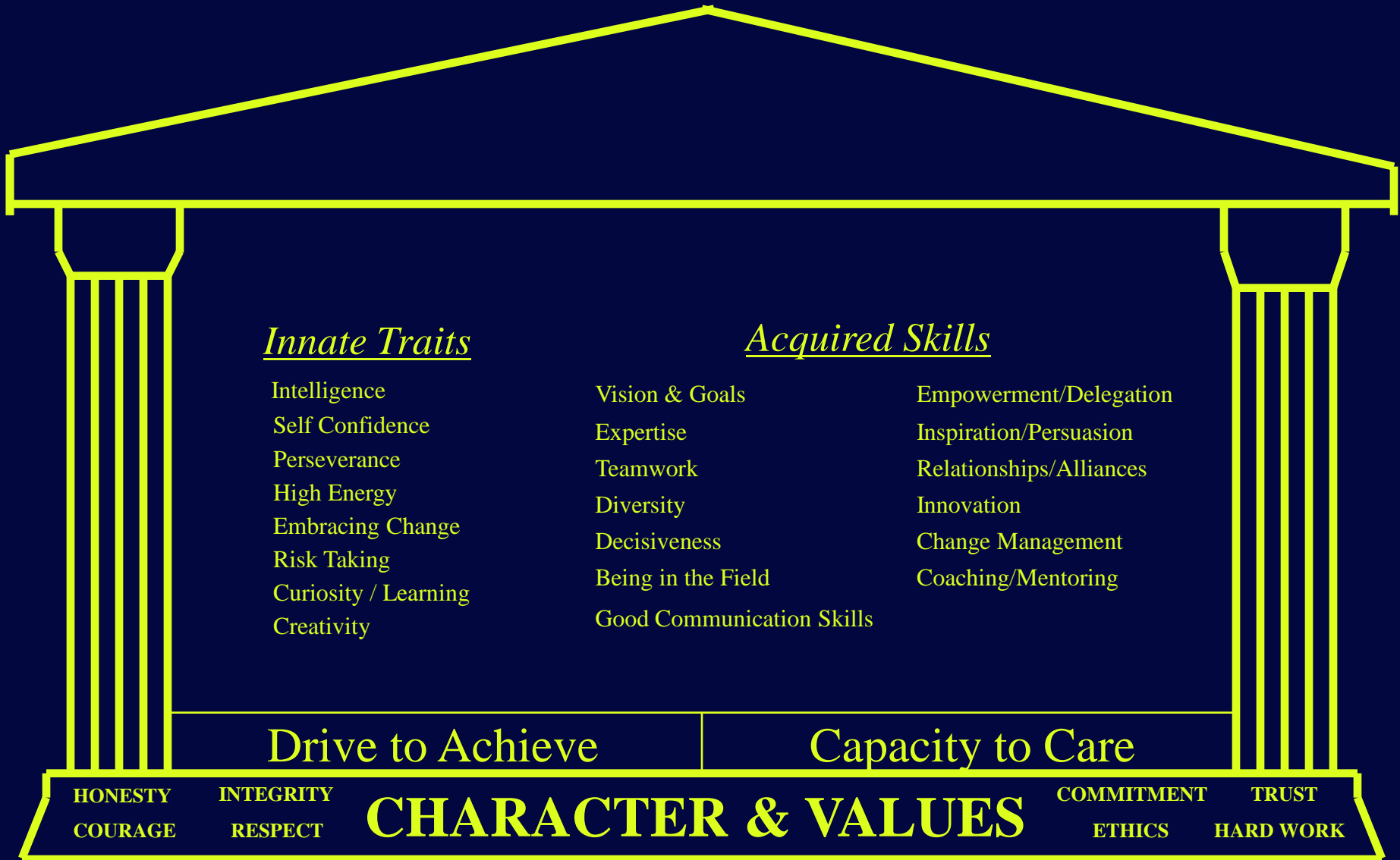
Leaders are out in front

Blazing new trails
Plowing new ground
Sailing uncharted waters
Leading people where they
have never been before.



Elements of the Change Process

- * Raise Awareness
- * Involve Everyone
- * Create a vision
- * Set goals
- * Create a plan of implementation



Coaching / Mentoring

Formal Leadership Training
Mentor Programs
Succession Planning
People Development Programs
Teaching

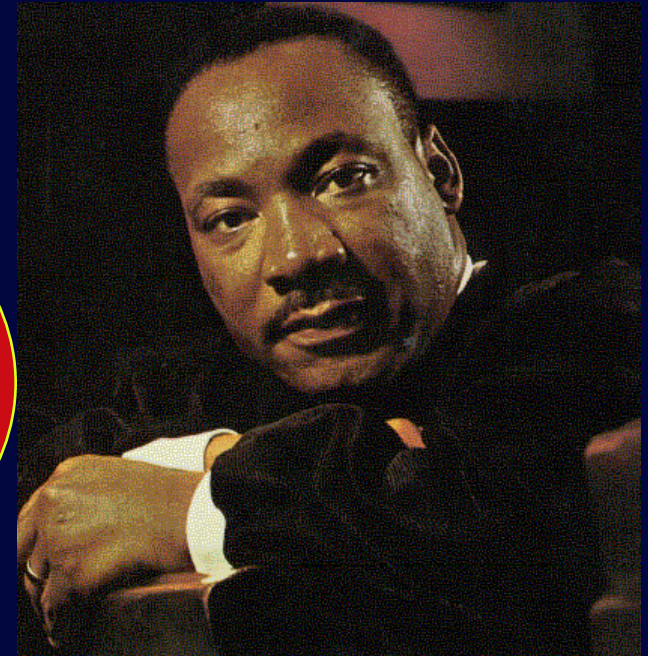


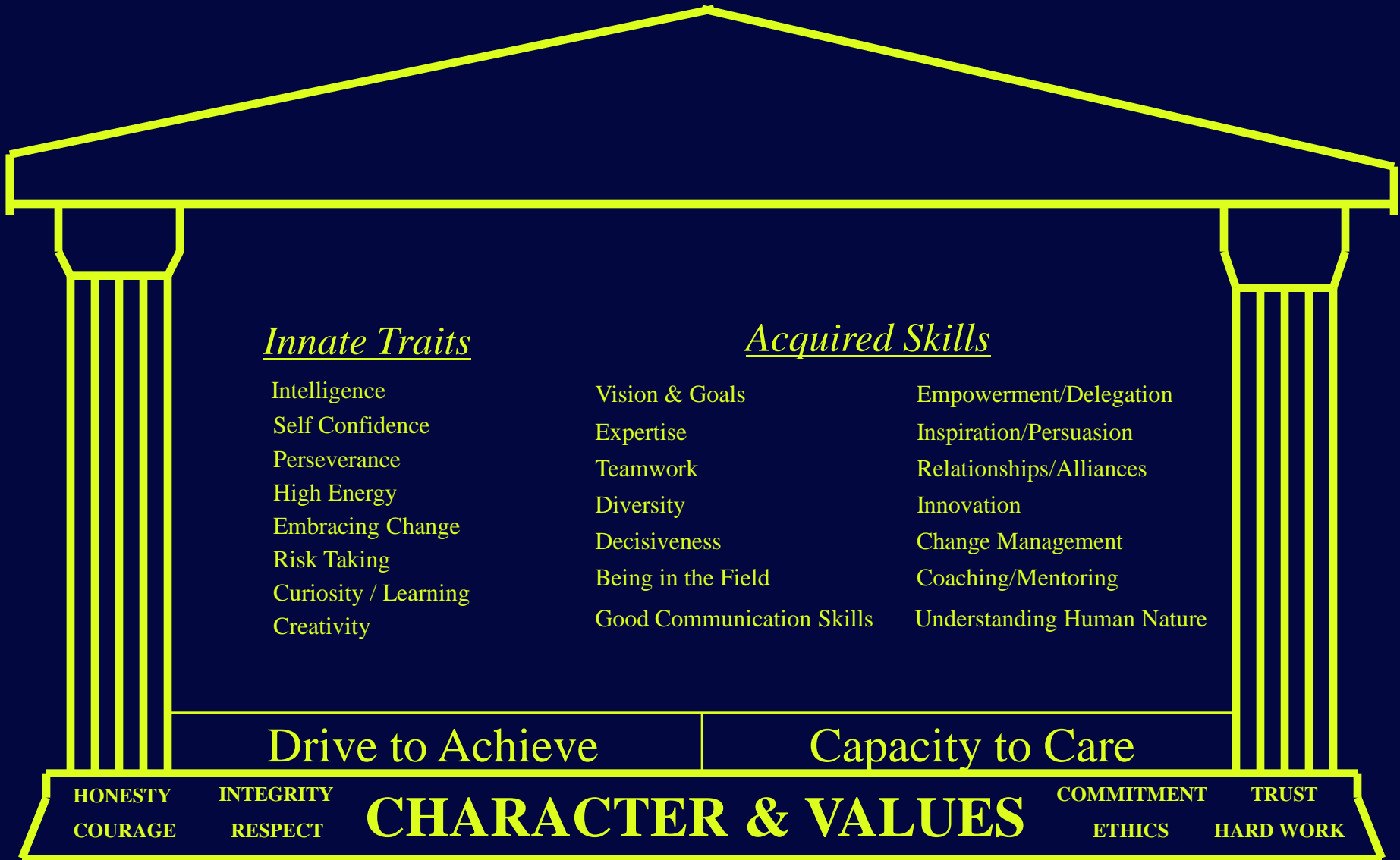
“The advice nearest to my heart and deepest in my convictions is that the Union of the States be cherished and perpetuated.”

James Madison

“We shall have to create leaders who embody virtues we can respect, who have moral and ethical principles we can applaud with an enthusiasm that enables us to rally support for them based on confidence and trust. We will have to demand high standards and give consistent, loyal support to those who merit it.”

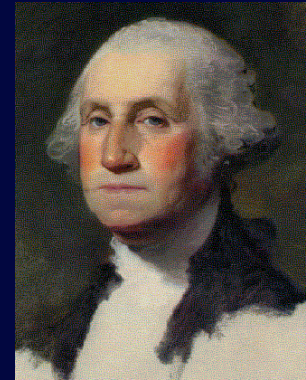
Martin Luther King, Jr.



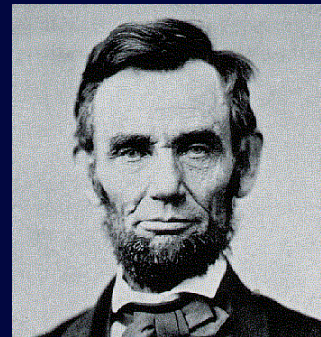


Understanding Human Nature

“We must make the best of mankind as they are, since we cannot have them as we wish.”



“Human nature will not change. In any future great national trial, compared with the men of this, we shall have as weak and as strong, as silly and as wise, as bad and as good.”



“There is something within human nature that can be changed.”



Understanding Human Nature



*“You manage things,
you lead people.”*

ADM Grace Hopper

Dwight D. Eisenhower



Native Ability
Opportunity
Knowledge of Your Craft

OPPORTUNITY

Innate Traits

Intelligence
Self Confidence
Perseverance
High Energy
Embracing Change
Risk Taking
Curiosity / Learning
Creativity

Acquired Skills

Vision & Goals	Empowerment/Delegation
Expertise	Inspiration/Persuasion
Teamwork	Relationships/Alliances
Diversity	Innovation
Decisiveness	Change Management
Being in the Field	Coaching/Mentoring
Good Communication Skills	Understanding Human Nature

Drive to Achieve

Capacity to Care

HONESTY
COURAGE

INTEGRITY
RESPECT

CHARACTER & VALUES

COMMITMENT
ETHICS

TRUST
HARD WORK

Opportunity

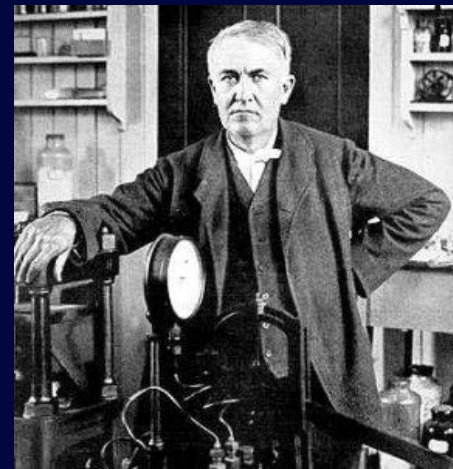


*“My opportunity will come,
and I will be ready.”*

Abraham Lincoln

*“Opportunity is missed by most
people because it comes dressed
in overalls and looks like work.”*

Thomas Edison



PERFORMANCE

OPPORTUNITY

Innate Traits

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High Energy
Embracing Change
Risk Taking
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Creativity

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Being in the Field	Coaching/Mentoring
Good Communication Skills	Understanding Human Nature

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Capacity to Care

HONESTY
COURAGE

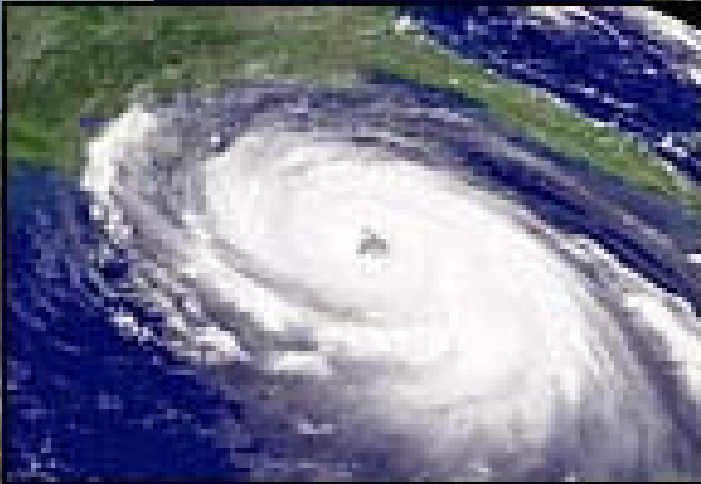
INTEGRITY
RESPECT

CHARACTER & VALUES

COMMITMENT
ETHICS

TRUST
HARD WORK

Performance



PERFORMANCE

OPPORTUNITY

Innate Traits

Intelligence
Self Confidence
Perseverance
High Energy
Embracing Change
Risk Taking
Curiosity / Learning
Creativity

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Expertise	Inspiration/Persuasion
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Diversity	Innovation
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Being in the Field	Coaching/Mentoring
Good Communication Skills	Understanding Human Nature

Drive to Achieve

Capacity to Care

HONESTY
COURAGE

INTEGRITY
RESPECT

CHARACTER & VALUES

COMMITMENT
ETHICS

TRUST
HARD WORK