



# Defense LEADERSHIP Summit

*Defining the future of Civilian Leadership in the DoD*



Sec Gates in Pakistan



Liz Burg, Corps of Engineers, Balad, Iraq

## Networking and Collaboration: Two Keys to Mission Success



**Dr. Rich Yarger**  
**27 & 28 April 2010**



Jeh Johnson, General Counsel

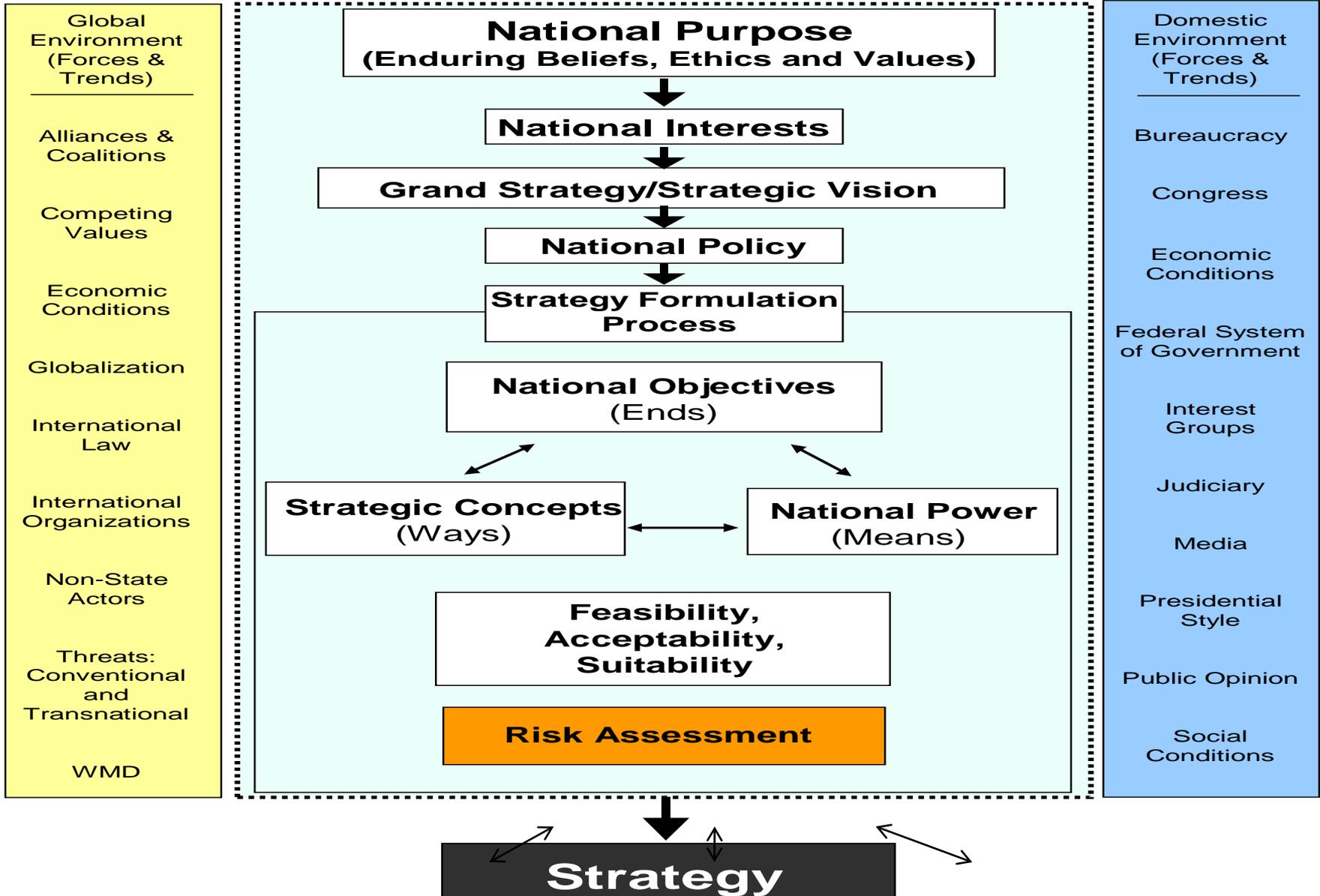
**DoD Executive Management Training Center**  
**Southbridge, Massachusetts**  
**April 26-29, 2010**



# Session Objectives

- To understand the 21<sup>st</sup> Century strategic environment and its implications for DoD contributions to national security.
- To understanding the changing roles of DoD leaders in a more complex world.
- To comprehend networking and collaboration competencies and their practice.
- To understanding how to develop networking and collaboration competencies in subordinates and self.

# Strategy Formulation Model





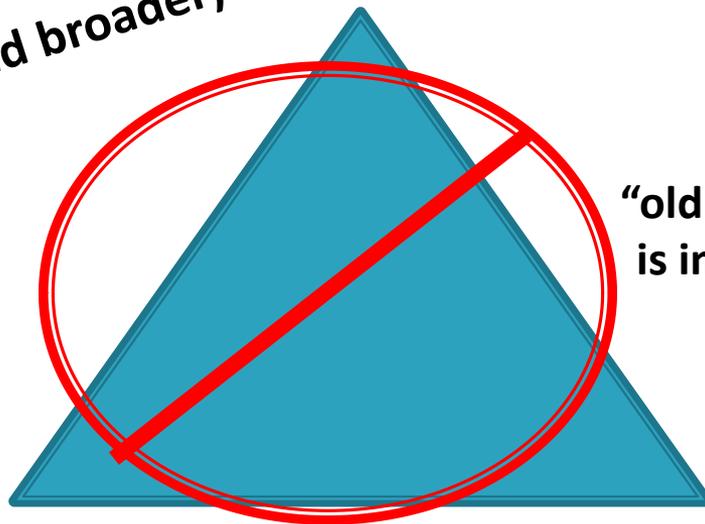
# the nature of the strategic environment...

## Globalization

## VUCA

(volatility, uncertainty,  
complexity & ambiguity)

Strategic (bigger and broader) **thinking & acting**



“old hierarchical model  
is inadequate but still  
necessary”

“in favor of 21<sup>st</sup> century approaches”

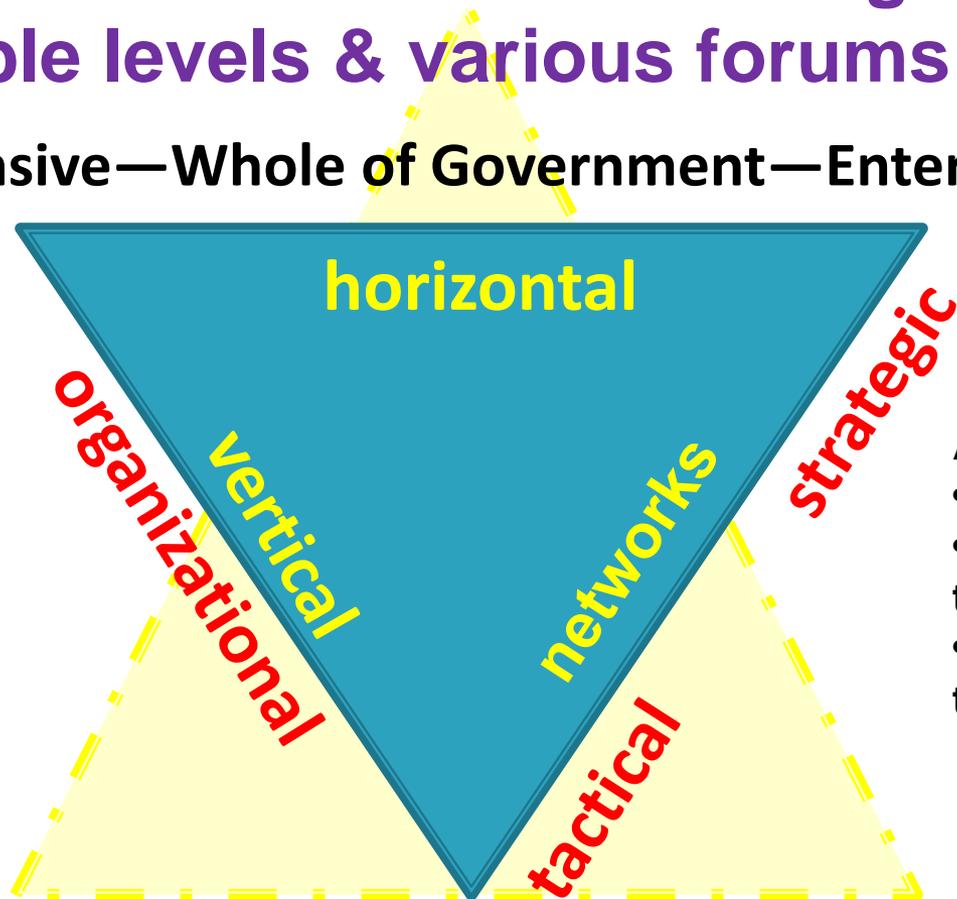
**Comprehensive  
Whole of Government  
Organizational Enterprise  
Public (Networks)**



role is within this environment...

**Leader, consensus-builder & integrator  
on multiple levels & various forums...**

**Comprehensive—Whole of Government—Enterprise—Public**



**Across:**

- Geographic boundaries
- Strategic operational and tactical levels
- Short, mid, and long-terms

**Leads to integrated, holistic solutions and effective and efficient action**



# cultivate and apply the skills and competencies...

## Leader Competencies

- Conceptual: Thinking skills; intellectual integrity; visioning; ethical and cultural astuteness
- Technical: Systems understanding; Joint, multinational and civil-military relationships; political and social competence; and professional competence in area of expertise
- interpersonal: Communication, consensus-building, negotiation, and cultural competence



# Networking and Collaboration!

Why is it so hard and what does it look like?....



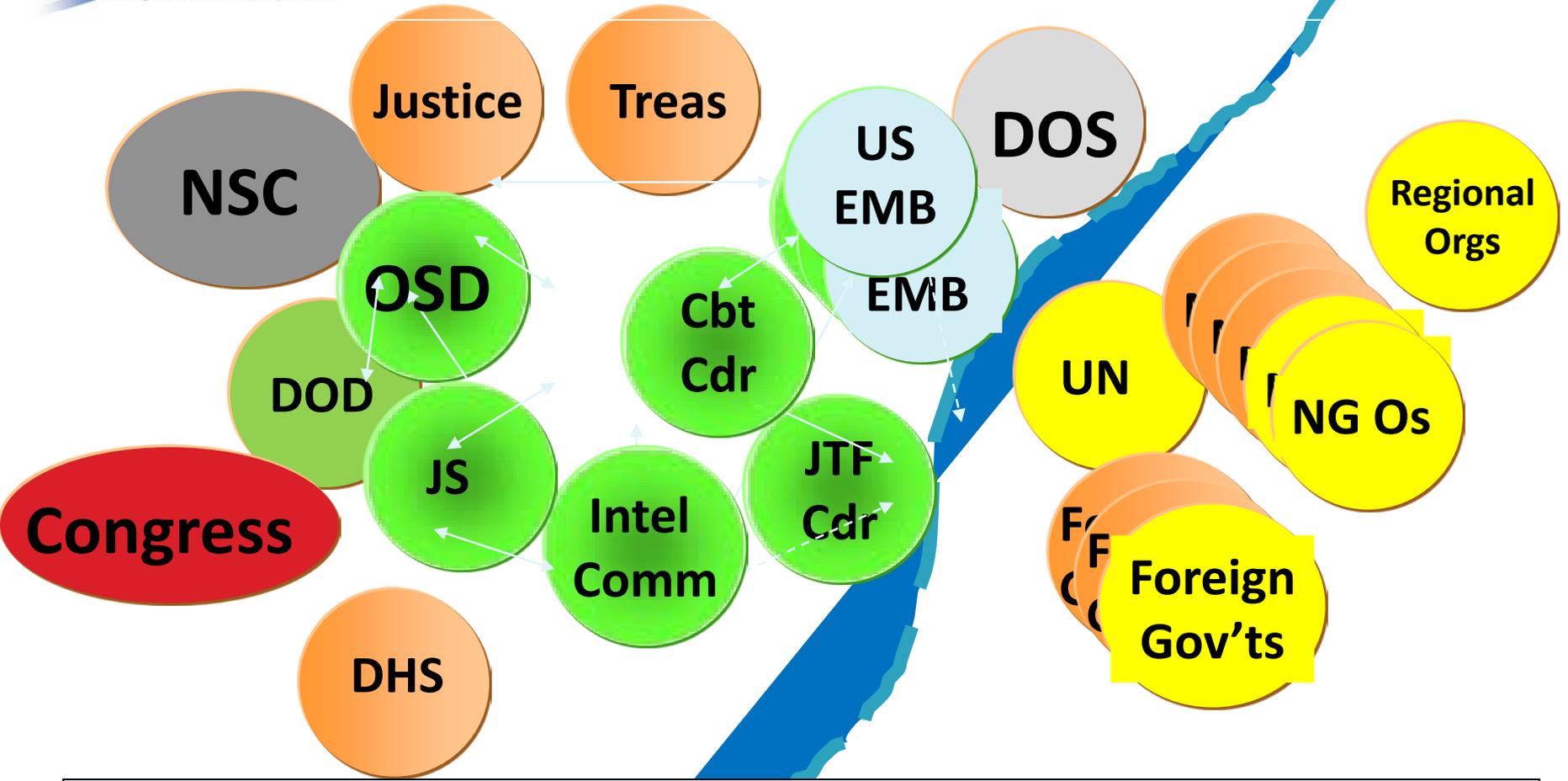
# Building Coalitions

Definition: This core competency involves the ability to build coalitions internally and with other Federal agencies, State and local governments, nonprofit and private sector organizations, foreign governments, or international organizations to achieve common goals.

Competencies	
Political Savvy	Identifies the internal and external politics that impact the work of the organization. Perceives organizational and political reality and acts accordingly. Uses diplomacy in dealing with issues involving others.
Influencing/Negotiating	In representing the organization, establishes and maintains relationships with key individuals/groups; understands what motivates them. Persuades others; builds consensus through give and take; gains cooperation from others to obtain information, find solutions, and accomplish goals.
Partnering	Develops networks and builds alliances; collaborates across boundaries to build strategic relationships and achieve common goals.



# Comprehensive Approach: Today's Reality



**Facts: Stakeholders - Different authorities and objectives**  
**Challenges: Gaining unity of effort. Enhancing coordination**

***Think inclusion vs exclusion***

# Interagency Process of Policy Formulation

# Whole of Gov't

President



*Decision on Issue Becomes:  
National Security Policy*

**Interagency Policy  
Committees (IPCs)**

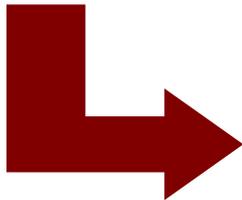
**Principals  
Committee (PC)**

NSC STAFF	STATE	OSD	JOINT STAFF	HLS	DNI
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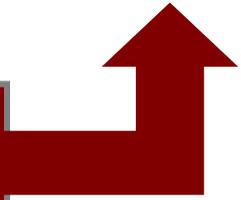
NSC ADVISOR	SECSTATE	SECDEF	CJCS	SECHLS	DNI
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*Interagency Discussion on Issue*

*Deputies Discussion on Issue*



**Deputies Committee (DC)**



DEPNSC ADVISOR	DEPSEC STATE	DEPSEC DEF	VCJCS	DEPSEC HLS	DEPDNI
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*Other executive depts/agencies/senior officials as required*

# NSC Membership



## STATUTORY MEMBERS



POTUS,  
Barack Obama



VPOTUS,  
Joe Biden



DOS,  
Hillary Clinton



DOD,  
Bob Gates



DOE,  
Steve Chu

## STATUTORY ADVISORS



DNI,  
Dennis Blair



JCS,  
ADM Mike Mullen

## NON-STATUTORY MEMBERS



Treasury,  
Tim Geithner



DOJ,  
Eric Holder



DHS,  
Janet Napolitano



USUN,  
Susan Rice



WH CoS,  
Rahm Emanuel



NSC,  
Jim Jones

## INVITED TO ALL NSC MEETINGS



Counsel,  
Greg  
Craig

NSC,  
Tom  
Donilon

## INTERNATIONAL ECONOMIC ISSUES



DOC,  
Gary  
Locke\*



USTR,  
Pete  
Algeier\*



NEC,  
Larry  
Summers



CEA,  
Christina  
Romer

## HOMELAND SECURITY/CT



HSC,  
John  
Brennan

## SCIENCE & TECHNOLOGY



OSTP

Other  
Dept/  
Agency  
Heads,  
Officials

\* acting or designate



# What Makes “Interagency” Work Difficult

- New faces---turnover**
- Lack of subject matter expertise often requires “backstopping” by technical experts**
- Takes time to build trust /traditional barriers**
- Bureaucracy**
- Leader/Manger Styles**
- Cultural differences**
  - **Military v. civilian agency response**
  - **Rivalries & tensions among and within agencies**
  - **Differences in roles, priorities & footprints**
  - **Hesitant buy-in**
  - **Coordination = ‘s ceding control**
- Tight resources with declining trends – unless clear, costs trump benefits**
- Resistance to collaborative planning culture and tools**
- Inter-department security policy and procedures**



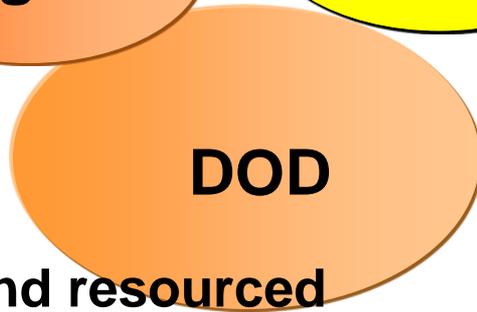
# - Cultural Realities -

- **Political and constituent pressure**



- **Political impacts and options**

- **Fiscal oversight**



- **Large and resourced**
- **Planning centric**
- **Training & Preparation**
- **Overwhelming**
- **Seeks certainty**
- **Mission oriented**

- **Small/Limited resources**
- **Plan in general terms**
- **Little value of training**
- **Finesse**
- **Accepts ambiguity**
- **Sustained presence**

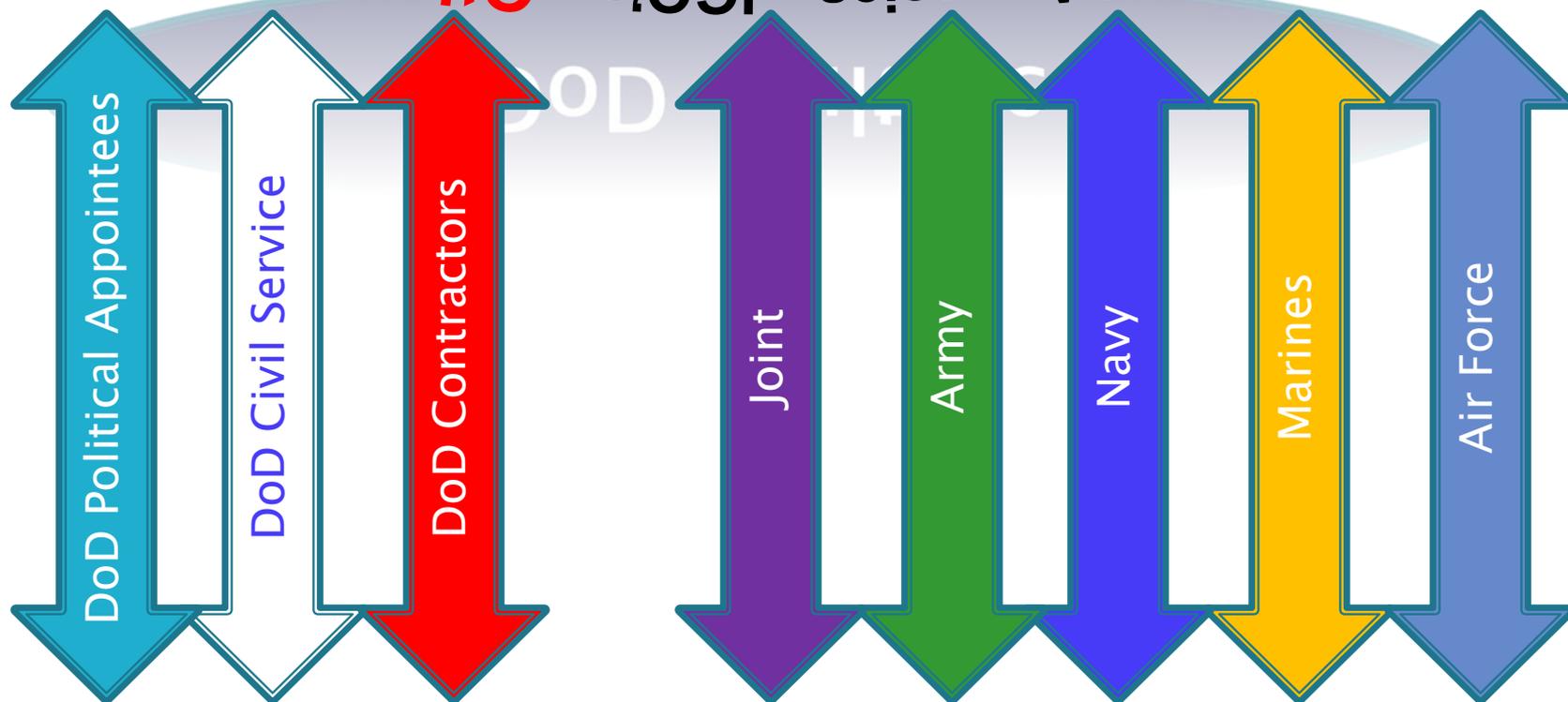
- **Frequently Department/Agency interests come first**
- **Irrevocable decisions are rarely made**

**Fact: Different cultures in US interagency**  
**Challenge: Coherency and legitimacy - for unity of effort**



**President...Nat Security Advisor...NSC Staff...Other Departments and Agencies...IGO's...Other States**

DoD Culture



**civilian**

**uniformed**



# Environment at the Top

- ❑ **Political Appointees = substance + politics**
  - Political appointees speak for their 'Principal'
  
- ❑ **Uniformed Military & DoD Civilians = substance**
  - Hatch Act
  - Avoid **partisan activity** in your job
  - Develop red-lines
  
- ❑ **Be sensitive to political context of decision-making**
  
- ❑ **Be cautious of media engagement**



# World-Views of Political Appointees

- **Personal networks & loyalty**
  - Young: bright & energetic, but often inexperienced
  - Older: Genuine experts with more rigid opinions
- **Near-term time horizon**
  - Election “mandate”
  - Little tolerance for bureaucratic interests or structure
- **Senior ‘political’ staffs are flat, flexible, responsive, and personality-dependent**
- **“Highly charged” political environment**



# Required Skill Sets

- ❑ **Situational awareness**
  - **Maintain broad strategic perspective**
  - **Preserve 'freedom of maneuver' when appropriate**
  - **Coordinate upward, laterally, and downward**
  - **Cultivate informal networks (internal & external)**
  
- ❑ **Ability to Forge Interagency Consensus**
  - **Be receptive to views of other players**
  - **Pro-active engagement at multiple IA levels**
  - **Critical thinking inside and outside DoD "lane"**
  
- ❑ **Sharp communication skills**
  - **Speak with clarity, directness, and... briefly**
  - **Concise prose**
  
- ❑ **Embrace VUCA**

**Based on the presentation and your insights and experience:**

**What does collaboration mean to you?**

**What ideas do you have for effective networking?**



# Rules of Thumb for Networking & Collaboration

- Be an expert in your own organization's capabilities and limitations.
- Develop negotiating and facilitation skills.
- Develop complex problem solving skills; be part of solution, not the problem.
- Maintain a holistic perspective and place yourself and other stakeholders in proper context over the short and long-terms.
- Accept adversity as part of environment and representing opportunities.
- Open-mindedness and patience are virtues in the long-term.
- Understand others' perspectives before collaboration efforts begin and spend your time clarifying points of agreement and difference—seek consensus, identify differences.
- Distinguish between stakeholders and attendees: stakeholders have this title for a reason.

## Rules of Thumb for Networking & Collaboration

- Seek opportunities to build relationships.**
- Understand & harness both informal and formal networks.**
- Build relationships up, down, and across the comprehensive, whole of government, and organizational landscapes.**
- Target those who wield informal as well as formal power.**
- Build relationships based on competence and trust, not favors.**
- Give credit where credit is due for sure, and encourage progress with praise.**
- Speak the truth, or do not speak—it is ok not to be able to “speak” for others or to not know everything, but carry the mail home so some one can respond. It is not alright to be “wrong” or to leave someone hanging.**
- Share and collect business cards, note on the one’s you receive nicknames, dates, events, and “notables.”**



# Building Skills and Networks

- Schooling (Education & Training)**
  - War Colleges**
  - Exercises**
  - Contract**
  - In-house**
- Assignments/Deployments**
- Cross-development in house**
- Inter-agency Transfers**

**...a blending of progressive and sequential work assignments, formal training, and self-development for individuals as they progress from entry level to key positions.**

# Thank You

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