



**Defense  
LEADERSHIP  
Summit**

*Defining the future of Civilian Leadership in the DoD*

**Language and Culture: New  
Requirements for Leaders**

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# Our Challenge:

Our challenge is for civilian leaders to remain relevant and make a focused effort to stay aware of the skills civilians need to fully participate and contribute to the National Security goals and objectives.

*“America’s National Security and Defense Strategies depend on strong foreign ties, including a vibrant network of defense alliances and partnerships adapted to this challenging era.”*

# Building Partnership Capacity & The Whole of Government Approach

“Achieving the Department’s strategic objectives requires close collaboration with key counterparts at home and with allies and partners abroad.”

“By integrating US Defense capabilities with other instruments of statecraft – including diplomacy, development, law enforcement, trade, and intelligence – the nation can ensure that the right mix of expertise is at hand to take advantage of emerging opportunities and to thwart potential threats.”

# Culture, Language and Interest-Based Negotiations – Key Enablers

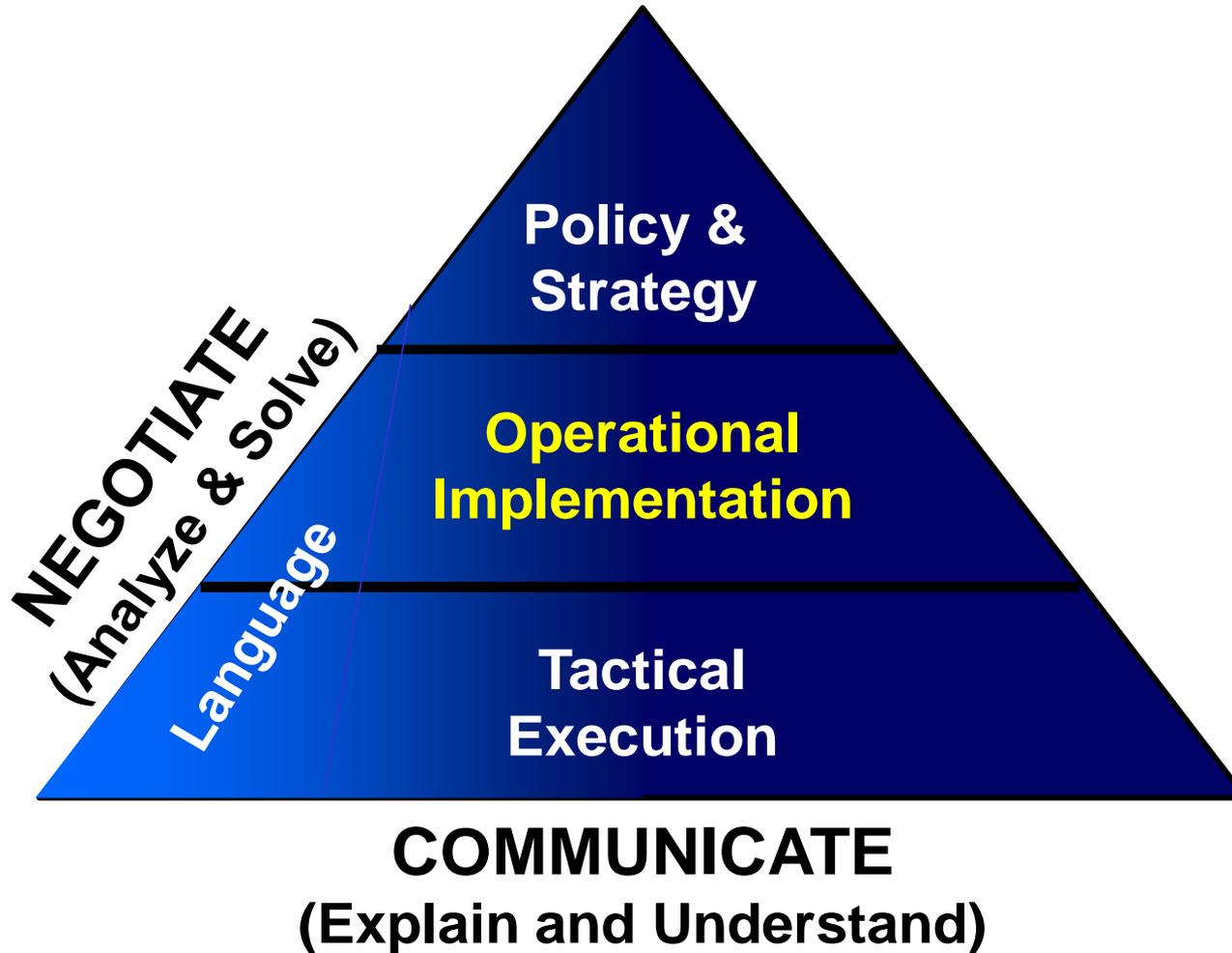
*"It is really important that we listen to other people, that we listen to other cultures, that we pay attention to how they see their problems, (he) calls that seeing it through their eyes -- putting yourself in a position that actually focuses on what they are thinking about, as opposed to how we think about them, or how we think about, in our Western ways, we might solve their problems."*

*ADM Mullen*



# Language & Culture

*Develop America's Airmen Today ... for Tomorrow*



# Army SES Position Review (Preliminary Results): Building Coalitions

	Political Savvy	Influencing/ Negotiating	Partnering*
<b>SES Tier 1</b>	<b>6%</b>	<b>28%</b>	<b>46%</b>
<b>SES Tier 2</b>	<b>15%</b>	<b>44%</b>	<b>31%</b>
<b>SES Tier 3</b>	<b>42%</b>	<b>33%</b>	<b>42%</b>
<b>TOTAL</b>	<b>10%</b>	<b>33%</b>	<b>41%</b>

Those highlighted in **gold** are the ECQ competencies chosen by DoD and OPM in the “A Guiding Framework: Leadership Competency Proficiencies for the Senior Executive Service”

# Army SES Position Review (Preliminary Results): Enterprise Wide Perspective

	Joint Perspective	National Security
<b>SES Tier 1</b>	<b>85%</b>	<b>13%</b>
<b>SES Tier 2</b>	<b>86%</b>	<b>8%</b>
<b>SES Tier 3</b>	<b>92%</b>	<b>8%</b>
<b>TOTAL</b>	<b>85%</b>	<b>11%</b>

Those highlighted in **gold** are the ECQ competencies chosen by DoD and OPM in the “A Guiding Framework: Leadership Competency Proficiencies for the Senior Executive Service”

# Way Ahead: Civilians As Force Multipliers

- Immediate action:
  - Enhance Negotiation Skills Training/Education as part of our leader development programs
  
- Consider:
  - Civilian FAO Corps that makes language/cultural skills a requirements
  - Civilian Inter-Agency Corps

# Thank You

For more information or to pass along your good ideas, please contact:

Ms. Nancy Weaver: [nancy.weaver@wso.whs.mil](mailto:nancy.weaver@wso.whs.mil)

Please remember to fill out the evaluation form located in your program and drop it off at the back of the room or at the registration desk.

Presentations will be posted on the Summit website at the conclusion the of event.

# BACKUP CHARTS

# Army SES Position Review (Preliminary Results): Business Acumen

	Financial Management	Human Capital Management	Technology Management
<b>SES Tier 1</b>	40%	36%	28%
<b>SES Tier 2</b>	45%	27%	15%
<b>SES Tier 3</b>	25%	25%	8%
<b>TOTAL</b>	<b>40%</b>	<b>33%</b>	<b>24%</b>

Those highlighted in **gold** are the ECQ competencies chosen by DoD and OPM in the “A Guiding Framework: Leadership Competency Proficiencies for the Senior Executive Service”