

NOAA Leadership Competencies Development Program



Current LCDP III class at Falls River Outdoor Center, March 2003



The Leadership Competencies Development Program (LCDP) is a NOAA-wide initiative to develop better leaders within our Agency through training, education and experiences within and across organizational lines.

LCDP History

- LCDP I was implemented by OAR and NESDIS from Jan. 2000 – Oct. 2001 with 16 participants.
- LCDP II was implemented by NMAO, NMFS, and NOS from Mar. 2001 – Oct. 2002 with 14 participants.
- LCDP III, the first NOAA-wide class, is now being implemented (Oct. 2002 – Apr. 2004) with 26 participants.

Developing NOAA's Leaders



Ginny Fay, LCDP II, receiving her graduation certificate in Oct. 2002 from VADM Lautenbacher, NOAA Under Secretary

"The difference between a boss and a leader -- a boss says, **Go!** a leader says, **Let's go!**"

~ E. M. Kelly

Who Can Participate?

NOAA employees with experience at the:

- GS-13, GS-14 or GS-15;
- Pay Bands IV or V; or
- Commissioned Officer CC-04, CC-05 or CC-06 levels



LCDP provides training and a series of developmental experiences, over 18 months, for a cadre of individuals who have high potential for assuming leadership responsibilities NOAA may need in the next 3 to 5 years.

Key Developmental Component

Formal Mentoring Program

Pairs experienced NOAA SES or GS15 leaders with LCDP participants to provide professional guidance throughout the 18-month Program.

Formal Mentoring



Small group of LCDP I participants and mentors sharing ideas at the Federal Executive Institute, Jan. 2000

“My mentor was very instrumental in expanding my perspective and setting up opportunities for growth that I otherwise would not have been exposed to.”

~ *Richard Lataitis*
LCDP I Graduate

Key Developmental Component

360-Degree Assessment

Gains perspectives on an individual's perceptions of themselves in comparison with perceptions of peers, superiors, and direct reports.

Key Developmental Component

Individual Development Plan (IDP)

Based on results of 360-degree assessment.

Lays the groundwork and plan as to how each person will gain appropriate skills and experience to address OPM's SES ECQs.

- **Mentor guides development of IDP**
- **Supervisor supports implementation of IDP**

Key Developmental Component

Developmental Assignments

Provides career-broadening experiences as participants implement their IDPs.

Offers opportunities to work with new Field and HQs people – in and out of NOAA.

Developmental Assignments



*Leah Bunce, LCDP III,
on assignment at the
U.S. Embassy Regional
Environmental Office
in Thailand, Spring 2003*

“Having varied assignments in completely different venues offered a unique perspective about how various managers and leaders operate, and what I might emulate, or not.”

*~ Marcia Weaks
LCDP I Graduate*

Key Developmental Component

Customized Training & Leadership Development

Targets a broad range of leadership issues facing NOAA. Conducted at the Federal Executive Institute (FEI) in Charlottesville, VA.

Leadership Development



*LCDP III members experiencing
team building during an FEI session at
Falls River Outdoor Center,
March 2003*

“The formal training at FEI, coupled with a new professional assignment, has left me with a much better sense of the broad range of issues facing NOAA, how NOAA does business, and the different components of leadership.”

*~ Richard Lataitis
LCDP I Graduate*

Supervisor Support

- Supervisor support is critical to a participant's success in the LCDP
- LCDP requires candidates to spend a significant amount of time away from their home office while working on developmental activities
 - 2 or 3 assignments from 3-4 months each expected
 - At a minimum, a 4-week split training session at FEI
- Some LCDP costs may be the responsibility of the participant's immediate organization
 - Funding decisions are made by each Line/Staff Office

Applying to the LCDP

- Details in LCDP IV Announcement
 - <http://www.rdc.noaa.gov/%7Ehrmo/leadership.htm>
- Call for applications open September 2 - October 15, 2003
- Applications will be accepted from all qualified NOAA employees

Selection Process

- Follows merit principles
- Based on NOAA's criteria
 - 6 NOAA Leadership Competencies must be addressed in writing
 - Applicant must demonstrate how their experience and/or potential relates to these competencies

LCDP Funding

- Funds are allocated at the discretion of each Line/Staff Office
 - See LCDP IV Announcement for details
- Total estimated cost of a candidate's LCDP participation is \$25K
 - FEI cost is approximately \$15K
 - Other costs estimated at \$10K (travel, additional training, and developmental assignment Per Diem)

Additional Information

- LCDP Web Site
 - <http://lcdp.noaa.gov>
- LCDP Past/Current Participants & Mentors
 - <http://lcdp.noaa.gov/participants.html>
- LCDP Program Manager
 - Shirley Miller, shirley.a.miller@noaa.gov, or (301) 713-0530 x133
- LCDP Line/Staff Office Coordinators
 - See LCDP IV Announcement

The LCDP Experience

“The most important things I got out of the LCDP were:

An opportunity to broaden my exposure to different principles and theories of leadership;

An opportunity to apply those lessons to a variety of real world settings in NOAA; and

A close relationship with LCDP colleagues who are a constant resource for ideas and inspiration.”

*~ Jon Kurland
LCDP II Graduate*

Additional LCDP Info

*Continue to learn more about the
LCDP program ...*

LCDP Goals

- Enable participants to assume a broader leadership role in an increasingly complex environment
- Create a stronger NOAA
- Strengthen corporate perspectives
- Provide a broader understanding and experience of the organization as a whole

LCDP Goals

- Expand substantive knowledge of NOAA's mission
- Strengthen communication in and across NOAA
- Provide an experience that allows one to value diversity of the workforce

Benefits to Participants

- Participate in a formal, NOAA-based leadership development program
- Develop leadership skills based on NOAA's future needs
- Increase visibility and networking
- Enhance ability to assume more responsibility in the same or different position
- Meet, have fun and learn with a close-knit, select group of potential future leaders at NOAA

Benefits to Line/Staff Offices

- Potential resources for filling critical positions within the organization
- Employees capable of assuming broader leadership roles and having NOAA-wide professional contacts
- Employees who possess exceptional leadership skills
- Talented program participants who bring new approaches to their jobs
- Line/Staff Offices can advertise to fill developmental assignments with LCDP participants

LCDP I Graduates



*LCDP I class at the Federal Executive Institute (FEI)
with facilitators Linda Bunker and Ron Redmon.*

Quotes from LCDP I Graduates

- “Through networking opportunities provided by the program, I have become more visible to NOAA Senior management” ~ *Mike Uhart*
- “My LCDP training has provided me with skills and experience that will benefit me whatever path I take, even remaining in my current position.”
~ *Chris Fox*

LCDP II Graduates



*LCDP II class during their graduation, October 2002,
with US VADM Lautenbacher and DUS Scott Gudes*

Quotes from LCDP II Graduates

- “My learnings seem to revolve around learning more about me, about the people I work and play with, and how to build a positive connection and relationship between the two.”
~ *Mark Murray-Brown*
- “I learned first hand about other parts of NOAA; got ideas on how to better integrate our programs; had opportunities to work on my weaknesses; and was able to watch others and select behaviors that could work better for me and my surroundings.”
~ *Nathalie Valette-Silver*

Quotes from a Current Participant

"Anyone with an interest in personal growth and a desire to be more effective in their leadership role should seriously consider the LCDP. Completion of the program should not be considered a destination, but rather the beginning of a journey - one that will last your whole lifetime."

~ CDR Rob Poston, LCDP Class III

NOAA LCDP vs. DOC SES CDP

LCDP

- ➔ Training future NOAA leaders
- ➔ Training customized for NOAA
- ➔ GS 13/14/15 & equivalents
- ➔ 18 months, part-time
- ➔ Total cost estimated at \$25K funded at the discretion of each Line/Staff Office.

DOC SES CDP

- ➔ Enhance individual executive competencies
- ➔ All training related to ECQs
- ➔ GS14/15 & equivalents
- ➔ Up to 24 months, part-time
- ➔ Cost: \$10K/year, plus travel and living paid by participant's bureau

Manager vs. Leader

Managers

- ➔ Have subordinates
- ➔ Use influence based on formal authority
- ➔ Operate within prescribed pathways
- ➔ Are given a position
- ➔ Rely on tradition and procedure

Leaders

- ➔ Attract willing followers
- ➔ Develop influence beyond authority
- ➔ Operate outside prescribed pathways
- ➔ Take initiative to lead
- ➔ Rely on consciousness