

# Intersection of Hierarchy and Network: a practitioner panel

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# Federal employees who enhance leadership capacity across generations, sectors & time zones

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Kitty Wooley: Department of Education, newly retired + Senior Fellows and Friends

Dave Uejio: Consumer Financial Protection Bureau + Young Government Leaders + Next Generation of Government Training Summit

Jackye Zimmermann: Department of Education + Conversations About Leading

# Why is Both/And better than Either/Or at increasing workforce capacity? (Kitty)

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**Formal hierarchy has characteristics that lend themselves to certain activities, such as:**

- Formulating budgets
- Maintaining transportation infrastructure
- Protecting the food and water supply
- Developing formal partnerships to improve collaboration or institutionalize & expand effective programs

**Networks have characteristics that lend themselves to certain activities, such as:**

- Enabling motivated employees who are newer to the workforce to find each other
- Providing scope for mission-focused creativity that can spark innovation to improve government
- Using social media to strengthen ties across distance
- Accelerating development of self-efficacy and leadership behavior

**This Both/And practitioner activity is fully compatible with theoretical frameworks presented at NECOPA 2013, such as Adam Lipton's PRP-V (People / Relationships / Processes – Value, panel 5).**

# These changes have profound implications for your career (Dave)

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## 20<sup>th</sup> century job market

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Characterized by clear, seemingly distinct, challenges

- Create an interstate highway system
- Put a man on the moon

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Problem solving often clearly delineated and contained to one sector

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Experience driven system values  
industry experts with deep knowledge about a specific subject area

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Leaders promoted based on mastery of technical skills



## 21<sup>st</sup> century job market

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Characterized by complex, seemingly integrated problems:

- Ensure consumers can price risk in the consumer financial marketplace
- Expand access to health care through a system of exchanges

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Problem solving decentralized across many stakeholders in different sectors

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Adaptability driven system values  
ability to learn and react to constantly changing environment

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Leaders promoted based on the ability, organizational commitment, and motivation to rise and succeed<sup>1</sup>

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<sup>1</sup>Source: Center for Creative Leadership, "High Potential Talent: A View from Inside the Leadership Pipeline", 2010

# Understand the components of each industry's value proposition (Dave)



## Government

### *Skills:*

- ✓ Understanding of the intricacies of politics
- ✓ The process of moving from theory to policy
- ✓ Limitations and benefits of different branches

### *Perspectives:*

- ✓ Complex policy issues and governance



## Industry

- ✓ A rigorous, structured approach to solving problems
- ✓ Build a toolkit of industry frameworks and techniques
- ✓ Deep industry / content specific knowledge



## Nonprofit

- ✓ The process of moving from policy to real-world implementation
- ✓ Drive impact in resource-constrained environments
- ✓ Human impact of abstract policy problems

# How can you create the Lexus brand of self? (Dave)

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## Diversify

- Develop a range of skills and capabilities
- Experience a distinctive set of experiences
- Establish a narrative that spans the traditional

## Build Your Network

- Seek great mentors
- Cultivate strong working relationships, especially with influential stakeholders
- Build bridges outside of your industry vertical and horizontal

## Execute

- Whatever you do, do it well
- Reputation is the ultimate brand
- Results are the strongest data points; ensure that you can measure your own performance

# Conversations About Leading introduces a question to ponder (Jackye)

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- What transforms when a flat, networked, intentional conversation occurs on a regular schedule *within* a hierarchical bureaucracy?