

Dear Senior Fellows and Friends,

One week ago, we gathered to learn about Process Communication from Joe and Judy Pauley and Major General (Ret.) Gale S. Pollock at the Holiday Inn Capitol over dinner. "Process" concepts developed by Dr. Taibi Kahler during the 1970's have been applied with enduring success to astronaut selection and training, bankruptcy prevention, dropout prevention, teambuilding, and many other challenges. Monday night's leadership lessons were so important that I'll take the chance of getting this explanation wrong. If Joe, Judy, or Gale have anything to add, you'll hear from me again soon.

A basic premise is that people are trying to get their needs met continually. Unproductive, negative behavior occurs when people are in deficit because they have not learned how to meet their own needs. It is possible to respond constructively to each person's negative behavior in a way that can be recognized by that person, so that he or she can be invited out of distress. Learning to do this involves understanding six basic ways in which people perceive and relate to the world, how those ways of perceiving influence what people value and how they get into distress, and what are effective ways to invite each person out of distress very quickly. The payoff in the workplace comes in the form of happier, more productive employees. In a high-stakes situation, in 1978 NASA invited Taibi Kahler to predict how astronaut candidates would behave under different types and levels of stress based on their communication patterns. A long and productive relationship ensued.

Process Communication has been taught by the Pauleys at the NASA centers, in other government agencies, and in many other contexts such as university teacher training programs. They continue to travel, teach and write more than 40 weeks per year. It was a treat to have one of the NASA alumni, senior fellow Wes Ousley, come to L'Enfant Plaza from NASA Goddard for this dinner. And, several participants left with Joe and Judy's little book, *Communication: The Key to Effective Leadership*, tucked into their bags.

Gale Pollock, who's spending the year at Harvard thinking about social innovation leadership, accompanied the Pauleys as a senior leader who used her understanding of Process Communication concepts to rescue morale among medical personnel at Walter Reed Army Medical Center at the most vulnerable time in that institution's recent history. As we watched a video address to her troops that was later given by the staff to the Pauleys, we understood how it was that Gale became the first woman, non-physician in any of the military services to serve as Commander US Army Medical Command and Acting Surgeon General.

Here are the affiliations of those who attended the dinner:

- Department of Defense
- Department of Education
- Department of Health and Human Services
- Department of Homeland Security (Ret.)
- Department of Housing and Urban Development
- Department of Labor
- Department of Transportation
- Environmental Protection Agency
- Evans Consulting
- Government Accountability Office
- Government Executive
- Insight Consulting, LLC
- Kahler Communications, Inc.

KeyBridge Technologies, Inc
Montgomery County Schools
NASA
Smithsonian Institution
Society for Science & the Public
Teracore
The Mind to Lead
U.S. Army (Ret.) / Pollock Associates, LLC
U.S. Navy

A generous spirit of learning and collegiality was fostered and enjoyed by all. Please consider joining us in the future.

Kitty Wooley
U.S. Department of Education