



Government Leadership and Management Innovations



“Managers of the future will also have to become increasingly skilled in managing transition. They will have to recognize flux as the norm and develop mindsets and skills that allow them to cope with the continuous flow of new ideas, products, technologies, skills, information, and interpersonal and inter-organizational relations.”

Gareth Morgan
Schulich School of Business
York University, Toronto

Government leaders and managers are confronting a host of changes that affect how they accomplish their mission. The challenge of improving organizational performance while adapting to dramatic changes in the workforce, responding to increasing customer expectations, and integrating new technologies, requires leaders and managers to apply new management approaches and refine their processes and practices. ICF International's management innovation programs provide senior leaders and managers with the mindset and skills to increase the cohesiveness of their management teams, apply state-of-the-art management approaches and tools, collaborate with diverse partners, and innovate to continuously renew the organization.

Our Approach

Our approach to helping leaders and managers apply innovative management skills and tools is based on ICF's four-part organizational model. Our model recognizes the integral relationship of each organization's unique mission, culture, business processes, and capital infrastructure in maximizing organizational performance. By

customizing our solutions to each organization's unique attributes, our advice and tools are compatible with the organization's operating environment.



Our Services

ICF provides a full array of services to help government leaders and managers apply innovative management skills and tools to enhance organizational effectiveness. These services include a comprehensive management enhancement curriculum designed specifically for government leaders and managers, management seminars, employee motivation programs, team building exercises and techniques, senior leadership retreats, and management coaching.

Featured Solutions

Leadership and Management Development Training Program, Defense Finance and Accounting Service (DFAS).

DFAS faced organizational restructuring, outsourcing of some of its services, and greater demands for customer service. ICF designed, developed, delivered, and evaluated a leadership/management development program to prepare future DFAS leaders and improve overall leadership and manage-

ment skills. The 14 courses ICF developed were tailored to the needs of three groups of DFAS managers – supervisors, managers, and executives. Courses included performance measurement, management development, organizational leadership, strategic leadership for executives, and strategic communication. ICF-developed courses met specific DFAS leadership development qualification standards and competency requirements, and enabled employees to apply knowledge of newly acquired leadership and management skills to DFAS projects.

Featured Solutions (continued)

Implementation of Senior Leadership Development Program , Transportation Security Administration (TSA), Department of Homeland Security (DHS). The TSA's Succession Plan calls for the creation and implementation of a program to support successful leadership within the agency. ICF was contracted to develop The Senior Leadership Development Program (SLDP); the initiative's inaugural effort. ICF worked with TSA to tailor the SLDP to meet the agency's current and future challenges. To facilitate transitions, Senior Leader Advisors play a critical role in TSA's Senior Leadership Development Program. The SL Advisor's primary focus is to provide guidance and coaching to program participants as they identify competency gaps, develop learning goals, and complete their Individual Development Plans. SL Advisors facilitate relationship-building between the program participants and their executive-level mentors, encouraging intra-agency cohesiveness. Finally, the SL Advisors serve as Action-Learning Coaches to multiple Action Learning Teams. Within two months of being on-site, ICF launched the Senior Leadership Development Program Orientation.

US Army Leadership Development Support, Army Research Institute (ARI), United States Army. ICF worked with the Army Research Institute (ARI) to forecast the U.S. Army's requirements for future leaders. ICF assessed the viability of an existing leadership development model, ascertaining whether existing leader constructs met the U.S. Army's mission requirements in full-spectrum operations and fully prepared Army units for joint, inter-agency, and multinational (JIM) operations. A product of this study was the development of a human capital model of Army core leadership requirements including 8 competencies, 55 components, and more than 200 sample actions which will be used to modify Army leadership doctrine and development processes.

Competency-Based Leadership Development Program, Securities and Exchange Commission (SEC). ICF designed and developed a comprehensive Leadership Development Program for supervisors, managers, and executives under the auspices of SEC University. The core curriculum provided the foundation and support needed for SEC managers to assume leadership positions of increasing responsibility and authority. ICF conducted critical incident reviews, a benchmarking study, created a competency model for the agency, and customized and delivered training courses to agency personnel. Courses included Managing Performance, Managing Labor Relations, Leading Teams, Conflict

Management, Negotiation Skills, Decision Making Skills, Matching Leadership Style to Workgroup Performance, Effective Delegation Skills, and Supervisory Foundations.

Leadership Competency Analysis, National Science Foundation (NSF). To fulfill its role as a leader in the science and engineering community in a fluid environment, NSF must support continuous learning, especially in strengthening leadership skills. ICF was tasked to develop a validated leadership model to use as a basis for a skills curriculum for NSF executives. ICF benchmarked best practices in leadership development programs in the public, private, and nonprofit sectors, performed a needs assessment of the organization, and developed a validated competency matrix with definitions.

Senior Leadership Retreat, U.S. Environmental Protection Agency (EPA). For a newly formed EPA Office, ICF facilitated a two-day senior leadership retreat to help senior managers enhance their collaboration skills and improve their ability to manage successfully in the midst of uncertainty. In addition to presenting leading management trends, we developed group exercises and facilitated discussions that led to strategies for managing in times of transition. We developed a list of cross-office initiatives that facilitated collaboration and innovation, an approach that was subsequently applied to the office's budgeting process to better establish priorities and focus resources.

ICF International's Contract Vehicles

- Office of Personnel Management Training and Management Assistance Services #OPM-020700030
- Internal Revenue Service (IRS) Consortium for Learning and Workforce Development #TIRNO-0-0039
- GSA Management, Organizational, and Business Improvement Services (MOBIS) #GS-23F-8182H
- GSA General Purpose Commercial Information Technology Equipment Services #GS-35F-4121D
- GSA Marketing, Media, and Public Information Services #GS-23F-0115K
- GSA Environmental Services #GS-10F-0124J
- GSA Logistics Worldwide (LogWorld) #GS-10F-0578N
- GSA Professional Engineering Services (PES) #GS-23F-0016P

About ICF International

ICF International partners with government and commercial clients worldwide to deliver consulting services and technology solutions in transportation, energy, environment, homeland security, social programs, and defense. Combining passion for our work with industry expertise and innovative analytics, we deliver compelling results throughout the entire program life cycle, from analysis and design through implementation and improvement. Since 1969, ICF has been serving government at all levels, major corporations, and multilateral institutions. More than 3,000 employees serve these clients in the Americas, Asia, and Europe. ICF offices are located across the United States as well as London, Moscow, Toronto, New Dehli, and Rio de Janeiro. ICF's Web site is www.icfi.com.

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