



Leadership Solutions for Turbulent Times



"We tend to assume that we paddle our organizational canoes on calm, still lakes, and that periodically we have to go through some temporary white water to get to the next stage. But it seems to me that we never get out of the white water."

*Peter B. Vaill
Spirited Leading and Learning*

ICF International's leadership and management enhancement services to government agencies include:

- Leadership and Management Training
- Strategic Planning
- Workforce Planning/Management
- Succession Planning
- Change Management
- Performance Enhancement
- Program Evaluation
- Business Process Improvement
- Organizational Assessment
- Knowledge Management
- Group Productivity
- Managing Diversity
- Portfolio Management
- Collaborative Management
- Strategic Communications
- Enterprise Architecture
- E-Learning/Integrated Learning

Government leaders and managers are confronting a host of changes—workforce shifts, increasing customer expectations, downsizing and reengineering, new technologies, etc.—that affect how they accomplish their organizational mission. Successfully managing through these changes has been likened to navigating “permanent whitewater.” The challenge of improving organizational performance while adapting to continually changing external factors requires leaders and managers to apply new management approaches and refine their processes and practices. ICF International's leadership enhancement and management innovation programs provide senior leaders and managers with the framework and skills to improve individual capabilities, apply state-of-the-art management approaches and tools, collaborate with diverse partners, increase the cohesiveness of their management teams, and continuously innovate to renew the organization.

Our Approach

Our approach to helping leaders and managers apply innovative management skills and tools is based on ICF International's four-part organizational model.

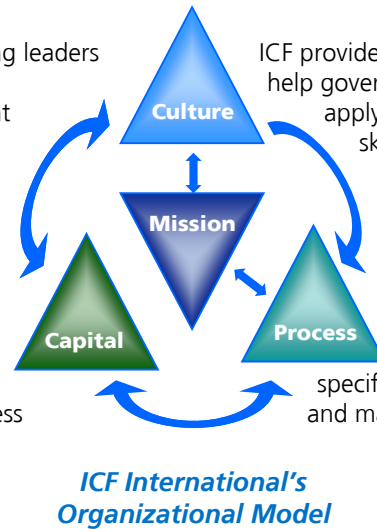
Our model recognizes the integral relationship of each organization's unique mission, culture, business processes, and capital infrastructure in implementing effective and sustainable change.

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 comprehensive leadership development and management enhancement curricula designed specifically for government leaders and managers, management seminars, 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, limited outsourcing, and greater demands for customer service. ICF designed, developed, delivered, and evaluated a leadership/management development program to prepare future DFAS leaders for the challenges of leading in this environment while improving overall leadership and management skills. ICF developed 14 courses covering performance measurement systems, organizational leadership, strategic communication, negotiation, and other leadership topics. All courses meet DFAS leadership development qualification standards and competency requirements.

Development of Leader Competency Models, Assessments, and Feedback Tools, US Army.

ICF developed combat leader competency models and a multi-rater (360-degree) leadership assessment and feedback program for the U.S. Army. ICF used literature reviews, subject matter expert review, and focus groups to develop competencies and survey instruments for Commanders, Staff Officers, and Non-Commissioned Officers. After pilot-testing the multi-rater instruments, ICF conducted statistical analyses to ensure survey validity and reliability.

Creation and Implementation of Leadership Development Program, Substance Abuse and Mental Health Services Administration (SAMHSA).

ICF is assisting SAMHSA with the creation and implementation of its Leadership Development Program (LDP). After conducting focus groups and interviews with SAMHSA executives, managers, and supervisors, ICF identified core leadership competencies and developed curriculum maps, courses, and other learning pathways for SAMHSA's three levels of management.

Senior Leadership Retreat, US Environmental Protection Agency (EPA).

For a newly formed EPA office, ICF facilitated a two-day senior leadership retreat designed to enhance the collaboration skills of senior managers and to improve their ability to manage 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. ICF developed a list of cross-office initiatives that facilitated collaboration and innovation. This cross-group approach was later applied to the office's budgeting process to better establish priorities and focus resources.

Implementation of Senior Leadership Development Program, Transportation Security Administration (TSA), Department of Homeland Security (DHS).

The TSA's Succession Plan required 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 to program participants as they identify competency gaps, develop learning goals, and complete their Individual Development Plans. The 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, ICF launched the Senior Leadership Development Program Orientation.

Strategic Human Capital Planning and Professional Development Program, Administration on Aging (AoA), Department of Health and Human Services (HHS).

The AoA is the federal focal point and advocate agency for older Americans. In anticipation of the increase in this demographic, AoA wanted to align its workforce to play a central role in the national partnership of citizen-centered services for older Americans. Simultaneously, AoA confronted a second set of challenges. Over the previous four years, its attrition rate had averaged over 12%, and 39% of its employees were currently eligible for voluntary retirement. To ensure these trends did not impede its strategic mission, AoA contracted with ICF to assist with performance management, leadership development, and succession planning. The goal of this project was to ensure AoA strategically aligned its human capital management with external forces while enjoying continuity of leadership and achievement orientation through its strategic transformation. ICF developed competencies for mission critical occupations representing the majority of AoA offerings and employees. ICF also facilitated AoA learning sessions with AoA supervisors to address selected issues. Finally, ICF worked with AoA staff to develop a training strategy supported by HHS University, job aids, and other learning interventions.

About ICF International

ICF International (NASDAQ: ICFI) partners with government and commercial clients to deliver consulting services and technology solutions in the energy, climate change, environment, transportation, social programs, health, defense, and emergency management markets. The firm combines passion for its work with industry expertise and innovative analytics to produce compelling results throughout the entire program lifecycle, 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 worldwide. ICF's Web site is www.icfi.com.

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