



# NASA Agency Training & Leadership Development



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NAC Presentation 3/27/2015



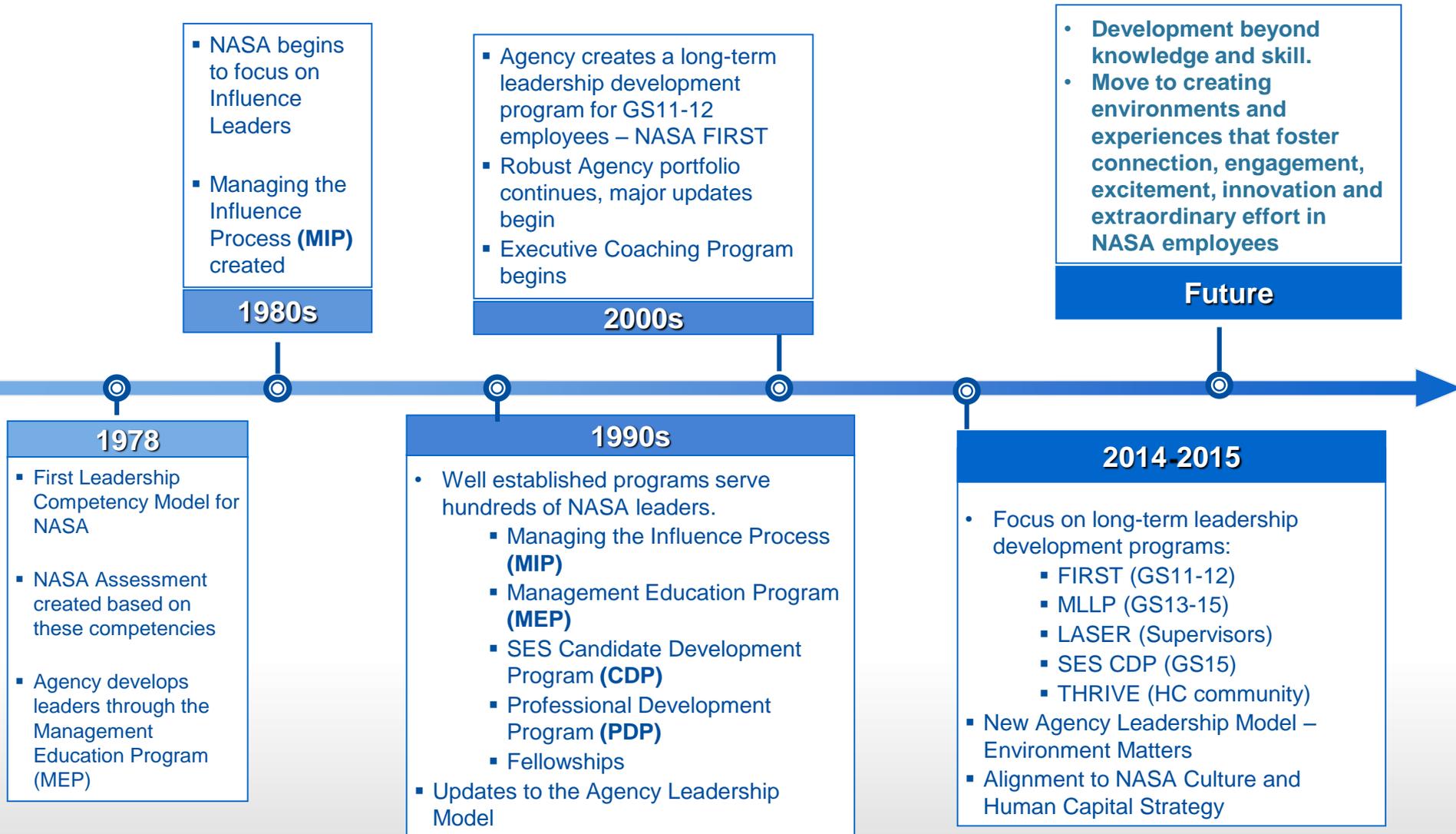


# The Basics



- NASA has a long history of investment and belief in developing leaders across the Agency
- Training & Development is a shared responsibility
  - Universe of options available to employees
  - Agency, centers, functional communities, teams, supervisors, peers, and self-generated development actions reinforce the value of learning in our culture.
  - Partnership Approach
  - Agency Succession Management
  - Umbrella of Learning and Development
- Points of consistency now and in the future
  - Self-awareness
  - Effective Teaming
  - Feedback
  - NASA culture
  - Diversity and Inclusion
- Learning has been evolutionary and cutting-edge (how and what)

# The Evolution of Leadership Development at NASA



# MEP 5 - 1978



# MIP 1 - 1993





# Evolutionary and Cutting-Edge



“We must continue to cultivate a culture of inclusion and innovation to enable employees to feel motivated and supported to perform their best and accomplish the mission no matter what the job may be.”

– NASA Culture Strategy, 2013

- Evolutionary – letting go of what we’ve done in the past that can be done better elsewhere. Focusing our efforts on where we are most useful and effective.
- Cutting-edge – a focus not just on what we teach and develop within employees but, also how we engage with the workforce around this effort.



- Virtual Executive Summit
- Environment Matters Assessment
- SciComm
- LASER



# Virtual Executive Summit



Office of Human Capital Management  
*Live. Thrive. Connect.*



HOME

OVERVIEW

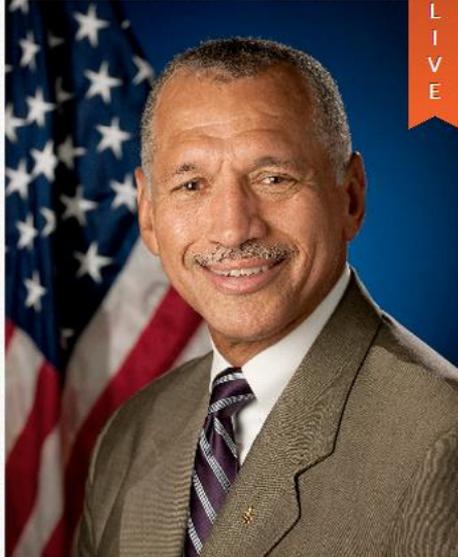
SESSIONS

WATER COOLER

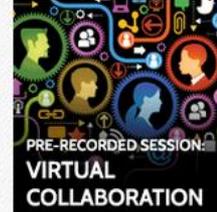


**NASA & CONGRESS**  
June 12th - 1pm EST

DISCOVER THE POSSIBILITIES  
This will be fun. Trust us.



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E



PRE-RECORDED SESSION:  
**VIRTUAL COLLABORATION**



**ROBERT LIGHTFOOT**  
June 12th - 2pm EST



**JERI BUCHHOLZ**  
June 11th - 11am EST



PRE-RECORDED SESSION:  
**NASA VOICES**



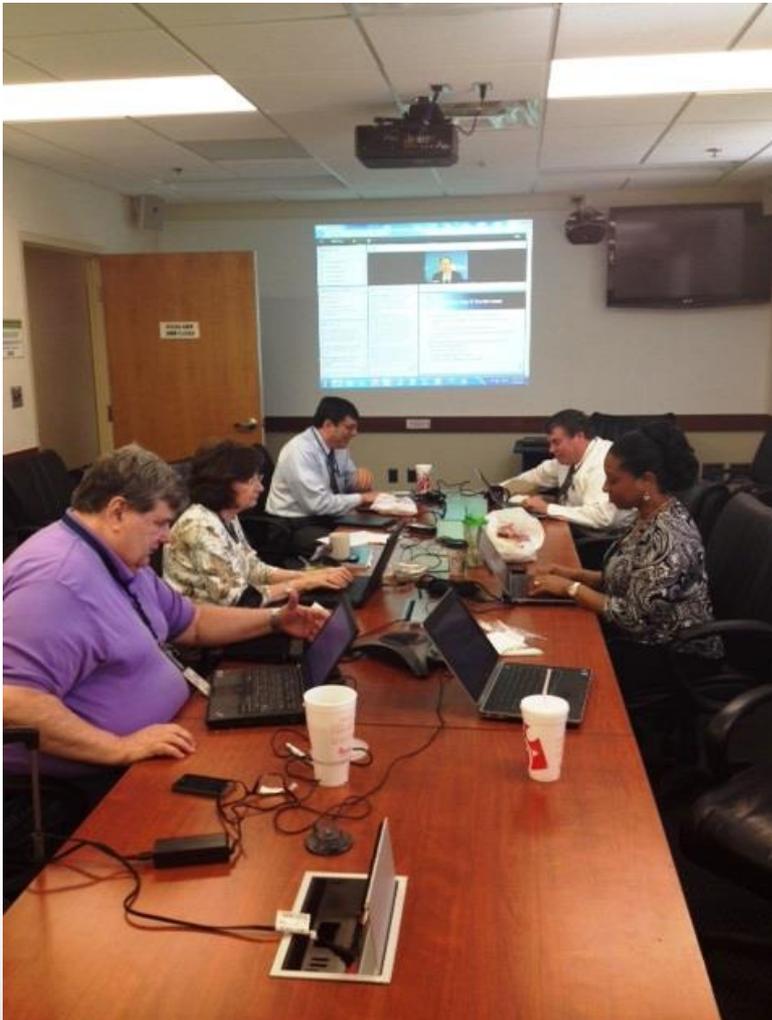
**NEW ASTRONAUT CLASS**



# Virtual Executive Summit



Office of Human Capital Management  
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# Virtual Executive Summit



Office of Human Capital Management  
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Meeting: What a Long, Strange Trip Again (3) - Adobe Connect

**Video** Start My Webcam



Andrew Hunter

**Telecom Info (For Audio)**

888-469-3218  
PC: 2662689  
\*6 to mute/unmute

**Attendees (210)**

Hosts (5)

- Estelle Dodson
- Jonathan Reaves
- Marco Boldt
- Michael Toillion
- Philip Baylor

Presenters (1)

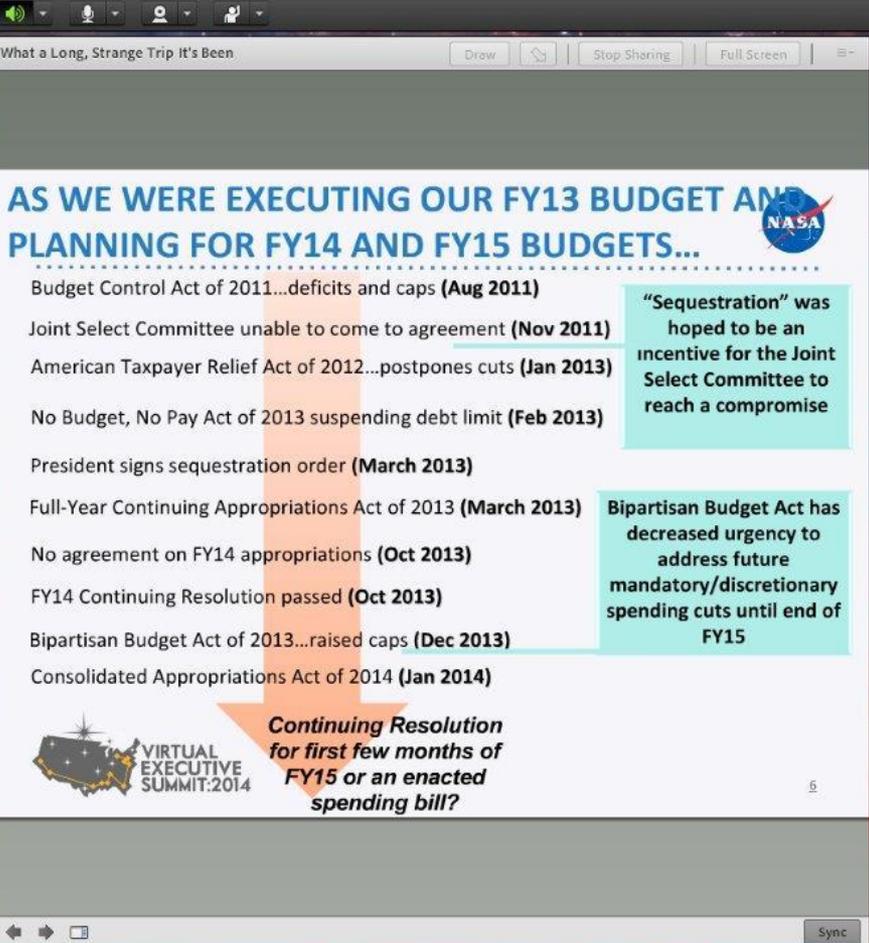
- Andrew Hunter

Participants (204)

- ALAN PHILLIPS
- ALBERT CONDES
- ALEX PRISKOS
- AMANDA MCGEE
- AMY SIMON
- ANDREA RAZZAGHI
- ANDREW MILLER

What a Long, Strange Trip It's Been

## AS WE WERE EXECUTING OUR FY13 BUDGET AND PLANNING FOR FY14 AND FY15 BUDGETS...



**Budget Control Act of 2011...deficits and caps (Aug 2011)**

**Joint Select Committee unable to come to agreement (Nov 2011)**

**American Taxpayer Relief Act of 2012...postpones cuts (Jan 2013)**

**No Budget, No Pay Act of 2013 suspending debt limit (Feb 2013)**

**President signs sequestration order (March 2013)**

**Full-Year Continuing Appropriations Act of 2013 (March 2013)**

**No agreement on FY14 appropriations (Oct 2013)**

**FY14 Continuing Resolution passed (Oct 2013)**

**Bipartisan Budget Act of 2013...raised caps (Dec 2013)**

**Consolidated Appropriations Act of 2014 (Jan 2014)**

**Continuing Resolution for first few months of FY15 or an enacted spending bill?**

**How would you describe your level of comfort with the agency budget process?**

Prepare View Votes Close

- Very comfortable 17.1... (13)
- Pretty comfortable 47.3... (36)
- Somewhat comfortable 26.3... (20)
- No comfort whatsoever 9.21% (7)
- No Vote

Broadcast Results

**Chat (Everyone)**

Philip Baylor 2: This session starts at 3 PM ET.

Michael Toillion: FYI, audio from the videos will be played through your computer speakers. Audio from the speakers will be broadcast via the teleconference line. Please join the teleconference line now, press \*6 to mute, and stand by for the session to start. Thanks!

Marco Boldt: Please post your questions and comments for Andrew here.

Sync

What we expect from leaders went beyond knowledge and skill and included creating environments and experiences that foster connection, engagement, excitement, innovation and extraordinary effort?





## Competencies Versus Defining Behaviors

- Competencies are critical knowledge and skills.....



*I can give feedback about performance*

- Defining behaviors make the competencies come alive and have emotional impact



*I can give feedback in way that builds commitment, engagement and loyalty*



## SCI COMM DESIGN TEAM MEETING

04.25.2014

### STRATEGIC VISION

AWAKEN THE SCIENTIST IN OTHERS!

ELLEN STOFAN

- IT'S THE SCIENTIST'S JOB TO MAKE THE POINT TO THE PUBLIC (NOT THE WRITERS)

WE FORGET THE WHY!  
"THE 'SO WHAT!'"

BRING THE PUBLIC ALONG FOR THE RIDE!

AUDIENCE IS CRUCIAL!

- RESISTANCE TO CHANGING PATTERNS OF COMMUNICATION

MESSAGE: NASA DOES HARD STUFF

7 MID OF (TERROR)

AMBER PERPETUAL OCEAN

ANALYSIS! REHEARSED!

STORY OF A TEAM

HIGHLIGHT DRAMA/RISK!

GREAT PRODUCTION VALUE!

SHOWCASE FACES OF NASA

RELEVANCE!

PART OF THE HUMAN ENDEAVOR OF SCIENCE

PERSONAL CONNECTION

REHEARSAL AMOUNT

CLARITY VS COMPLEXITY

MEMORABLE

LINK TO EMOTIONS

INSTITUTIONALIZE SCIENCE COMMUNICATION

TRAINING

VALUES AND

START WITH EARLY CAREER PEOPLE

TESTIFYING ON THE HILL!

PUT INTO NASA CONTEXT

KNOW THE CONTROVERSY + BE PREPARED TO RESPOND

DUMB IT DOWN? NO NEED!

WE USE THE SAME CHARTS FOR EVERY AUDIENCE!

STELL OUT ACRONYMS

WHO IS CHECKING THE CHARTS?

ABC

RESPONSIBILITY TO THE TAXPAYER

SCIENTISTS HAVE A DIFFERENT "WHY" THAN THE PUBLIC!

CHALLENGES

BEST/WORSE CASES

2013 NASA HIGHLIGHTS

PREPARED CONTENT (NOT STAMPER)

TALKING TO THE SLIDES

SCIENCE PPT=

NOT THE AUDIENCE YOU PLANNED FOR

SQUEEZE TOO MUCH CONTENT IN

Q&A EDITING

REHEARSED

WHY BE THOROUGH? IF NOT REHEARSED

AQUARIUS

REHEARSED!

VISUALS/MUSIC (SUPPORT OR DISTRACT)

CLARITY VS COMPLEXITY

MEMORABLE

LINK TO EMOTIONS

TO GET CONNECTIONS

PRACTICE!

MAKES THE BEST COMMUNICATORS

NEED MORE COMMUNICATORS

SCIENCE MISREPRESENTED

NEED MORE DIVERSITY!

SHARING THE BURDENS!

COMM TRAINING

COMM SKILLS COMPLEMENTARY TO TECHNICAL SKILLS

COLLABORATE AS A WHOLE AGENCY

KNOW AND CALL ON EACH OTHER

NEED MORE PLANNING TIME

SCIENCE COMMUNICATION

NEED MORE COMMUNICATORS

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WHAT IS THE LINE BETWEEN EDUCATION & COMMUNICATION?

WHAT DO WE WANT THE PUBLIC TO KNOW?

CENTERS ARE SPREAD OUT

PEOPLE TRYING TO DO EVERYTHING

FLAUNTING

MANAGEMENT BUY-IN AT TOP LEVELS

ENGAGE EARLY CAREERS

BALANCE TIME FOR SCIENCE WITH TIME FOR COMMUNICATION

MANAGEMENT BUY-IN AT TOP LEVELS

ENGAGE EARLY CAREERS

BALANCE TIME FOR SCIENCE WITH TIME FOR COMMUNICATION

SKILLS/ASSESSMENT

EXPERTISE!

SOUND BYTES

PASSION!

CONTENT

CONNECTION

INTERPERSONAL SKILLS!

STYLE

ACTING SKILLS (DRESS NOT MEAN UNAUTHENTIC)

ENERGY!

WHY IT MATTERS!

CAN YOU EXPLAIN TO A CHILD?

JUST RIGHT

CURRENT/FUTURE STATES

NEED MORE COMMUNICATORS

SCIENCE MISREPRESENTED

NEED MORE DIVERSITY!

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BALANCE TIME FOR SCIENCE WITH TIME FOR COMMUNICATION

ANDREW MILLER amiller@lanl.gov



I grow plants in space.



How do we make algorithms that are safe enough to trust our lives with?



I love what I do, and I want other people to know why I love what I do. I want other people to love what I love.



People look at me and they say, “You don’t look like what I thought a scientist would look like.”



# LASER



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# The "Village"









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# Questions

