

# Comparing Leadership Challenges Military vs. Civil Service



By: John Ferguson, Mike Rybacki, Dominique Butts, and Kristi Carrigan





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# Introduction

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On May 30, 2014, Eric Shinseki, US Secretary of Veterans Affairs (VA), resigned amidst a veteran healthcare crisis and scandal. With more than two million additional service members seeking care during the nation's longest sustained military operations in Iraq, Afghanistan, and elsewhere, the VA faced numerous challenges keeping up with the rapid growth of its patient population.<sup>1</sup> VA employees cited lack of doctors and adequate clerical support as major care obstacles.<sup>2</sup> Physicians, as a group, viewed government and military work as their last choice of employment, which led to critical staffing shortfalls.<sup>3</sup> Many VA facilities had to rely upon temporary staff which degraded communication, created continuity gaps, and resulted in a lack of personal and institutional accountability. Bureaucratic red tape presented obstacles to performance correction or dismissal of underperformers. These and other issues produced the following dismal outcomes: More than 100,000 vets waited longer than 90 days for medical care; 57,000 waited for their initial appointment; 64,000 who requested appointments never received them; 40 veteran deaths linked to delayed care at just one facility; and 76% of VA facilities falsified records to improve performance metrics.<sup>4</sup>

Prior to his role with the VA, Secretary Shinseki rose through the ranks of the military culminating in his appointment as the 34th Chief of Staff of the US Army. He was a renowned leader of impeccable character, commitment, and competence who had a stellar and honorable military career. By all accounts, he brought the qualities that made him a successful General—integrity, passion, caring for people, organizational skills, and results orientation—to his leadership at the VA. So why did such a capable leader succeed in one demanding government role and not the other? The answer undoubtedly depends upon many complex factors. This paper explores one aspect: Do military and civil service leaders face different leadership challenges, and if so, why?

# Research

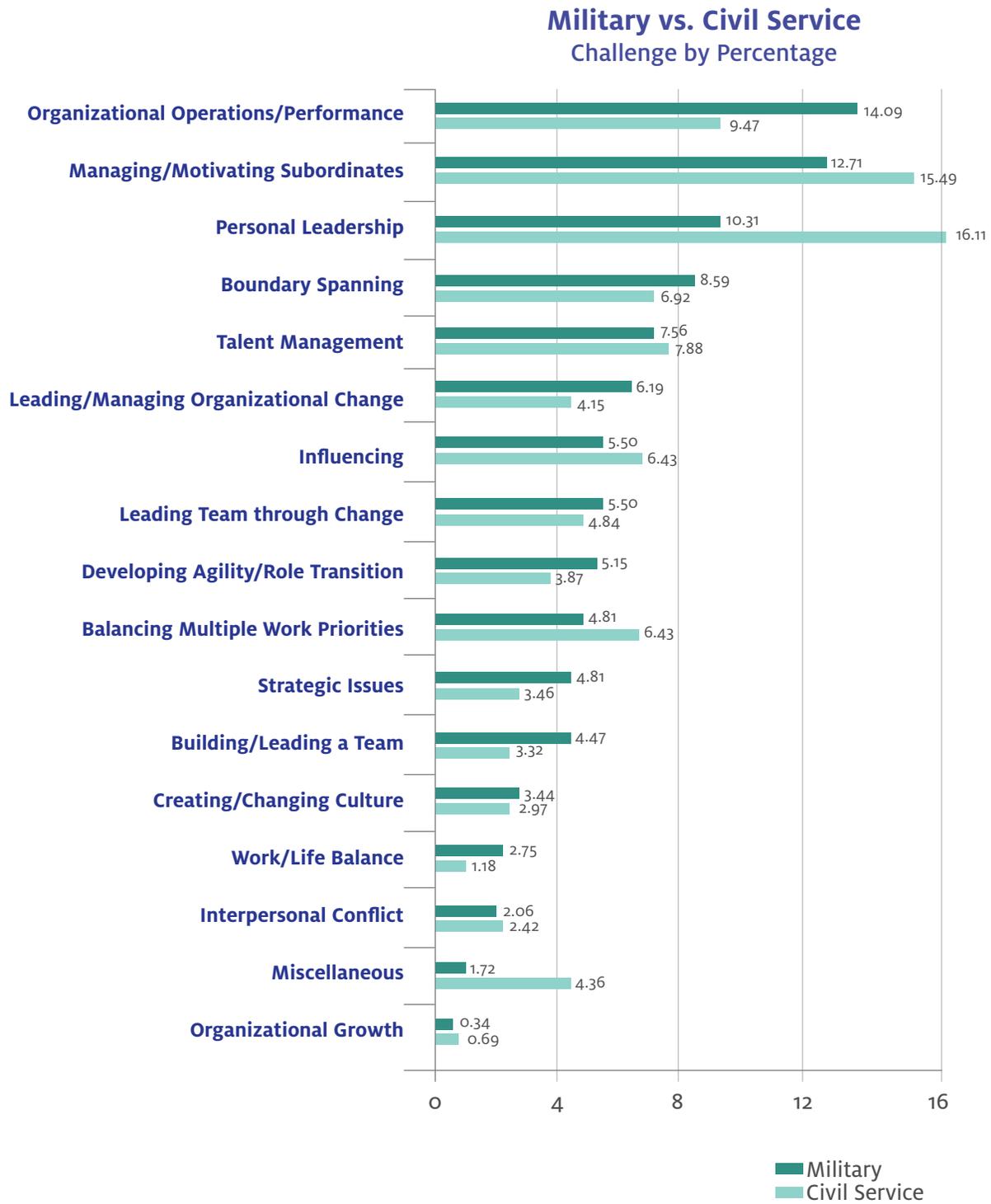
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This is the first in a series of three white papers that compare leadership challenges among military, civil service, and private sector leaders. The first paper compares military vs. civil service, the second examines civil service vs. private sector, and the third looks at military vs. private sector.

The Center for Creative Leadership (CCL<sup>®</sup>) routinely asks participants in its Leadership Development Program, targeted to leaders of managers, and Leadership at the Peak program, targeted at enterprise leaders, to name their three most important leadership challenges. For this paper we analyzed written responses from 1,446 US government civilian leaders and 291 US uniformed military leaders who attended these programs over five years. Those responses (in quotation marks throughout the paper) were grouped into various categories using NVivo Qualitative Research software, which assisted in sorting information into structured data. This data provided insights into the similarities and differences between uniformed military and civil service leadership challenges.

# Overall Comparison

The participants' written responses to the question, "What are your most important leadership challenges?" were analyzed and sorted into 17 categories detailed in Appendix A. The overall results are shown in the graph below with categories listed in descending order of the most frequently cited by uniformed military leaders with the corresponding civil service response. Appendix B provides a listing of CCL resources for each category that could be helpful in understanding and addressing these challenges.





The results reveal that leaders in both the military and government civilian sectors cite the same top three challenges, but with some important differences in priority and magnitude. **Organizational Operations/Performance** is the top challenge reported by military leaders, but is a distant third for civil servants. **Managing/Motivating Subordinates** is a second for both uniformed military and government civilians. **Personal Leadership** earns the top spot for civil servants while it is third for the military and has the largest response gap between the two groups.

In the next seven categories—**Boundary Spanning, Talent Management, Leading/Managing Organizational Change, Influencing, Leading Team Through Change, Developing Agility/Role Transition**, and **Balancing Multiple Work**

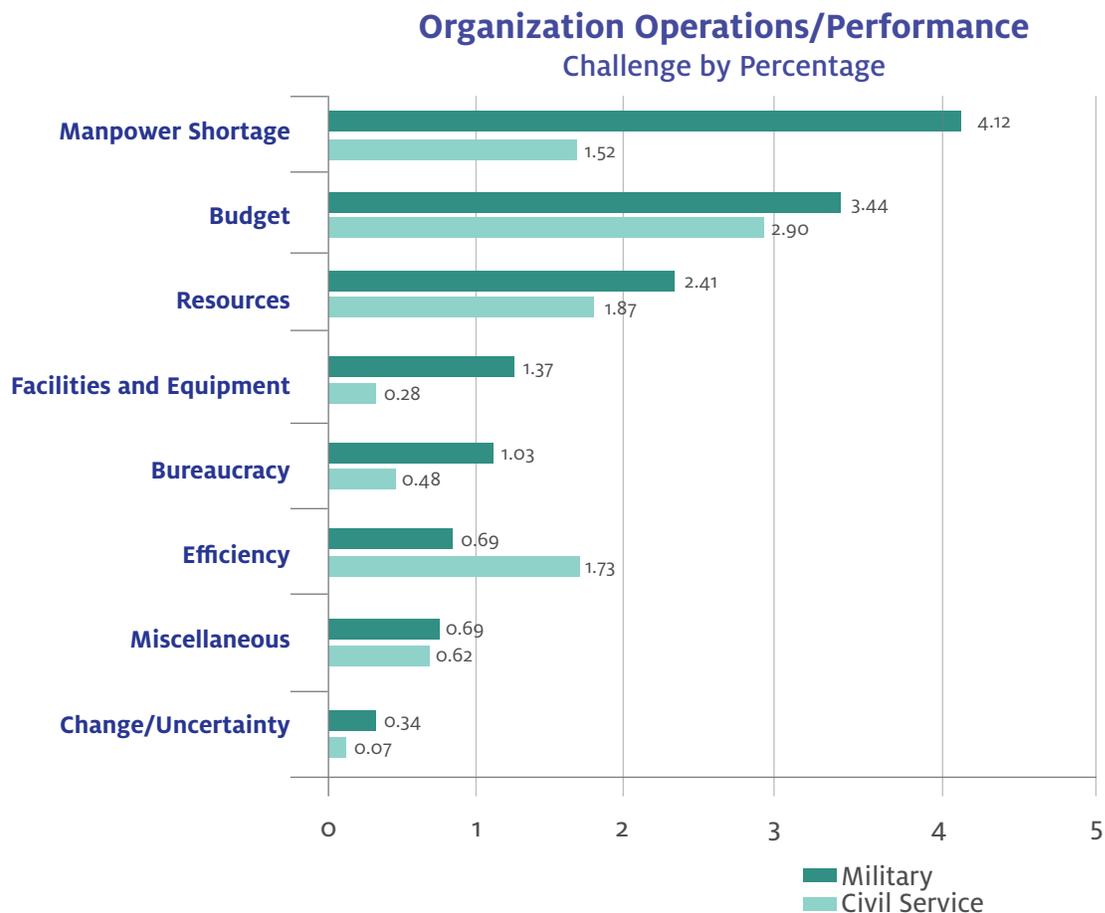
**Priorities**—we see a number of priority and magnitude differences. The next three categories—**Strategic Issues, Building/Leading a Team, Creating/Changing Culture**—generally reflect consistent prioritization, while the last four categories again have some differences.

But the similarities and differences at this macro level only tell part of the story. Each category consists of multiple aspects of leadership and in the sections that follow we examine in more detail the top three-cited leadership challenges plus an additional three challenges with interesting differences. This deeper dive will reveal further insight and understanding into the leadership challenges facing our two groups of public servants.



## Organizational Operations/Performance

This major category comprises eight subgroups shown in the following table. The percentage of each subgroup sums to the total percentage listed in the overall category percentage.



At the time of this research, the US national debt exceeded \$18 trillion and the spectre of sequestration loomed. The government's limited fiscal resources defined the public sector leadership landscape. The call to cut spending is rarely matched by a concomitant reduction in services or mission. It explains why **Manpower Shortage**, **Budget**, and **Resources** are frequently cited challenges for both groups in this category. In fact, they make up more than two-thirds of responses.

However, the budget situation within the military is much worse. With the draw down of troops from Iraq and Afghanistan, the DOD budget will shrink by at least \$75 billion over the next two years resulting in the release of tens of thousands of service members from all branches. The Army will be at its smallest level since 1940. One military respondent reported that these cuts hinder an "appropriate level of mentoring, caring, and leading of personnel." It's no wonder that military leaders cited **Manpower Shortages** more than two-to-one compared to their civil servant counterparts.

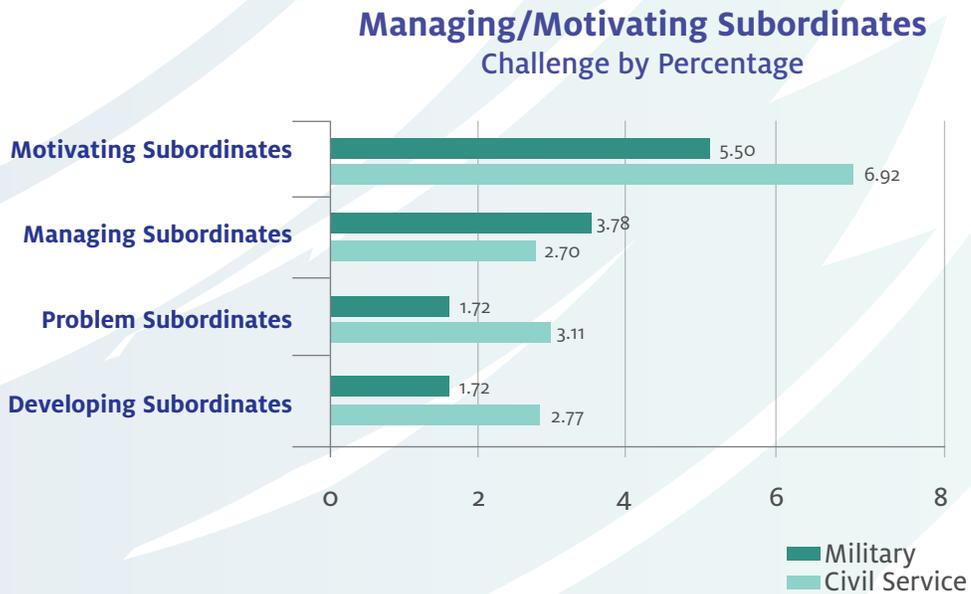
Additionally, there will be major cuts to entire weapons systems. For example, the Air Force plans to retire all of its single-mission A-10 Warthog aircraft and reduce the size of the C-130 fleet for a 5% overall reduction in aircraft inventory.<sup>5</sup> A commander of a major Air Force combat wing summed up the situation succinctly: "[We are] facing expanding mission requirements on an ever-declining resource base." Under the circumstances, it's not surprising that military leaders cite **Facilities/Equipment** almost four times more frequently than their government civilian peers.

Current and future DOD budget reductions are creating significant operational challenges for the military. Former Defense Secretary Chuck Hagel acknowledged as much when presenting the FY15 DOD budget: "[T]he level of risk in conducting military operations would rise substantially."<sup>5</sup> These operational challenges generate greater leadership challenges.

*"We are constantly struggling to do 'more with less' resources, to the point where we are nearly ineffectual. I'm searching for creative ways to do 'better' with less, and achieve any efficiency in our organizational structure, operating procedures, and management functions."*

# Managing/Motivating Subordinates

This major category comprises four subgroups shown in the following table. The percentage of each subgroup sums to the total percentage listed in the overall category percentage.





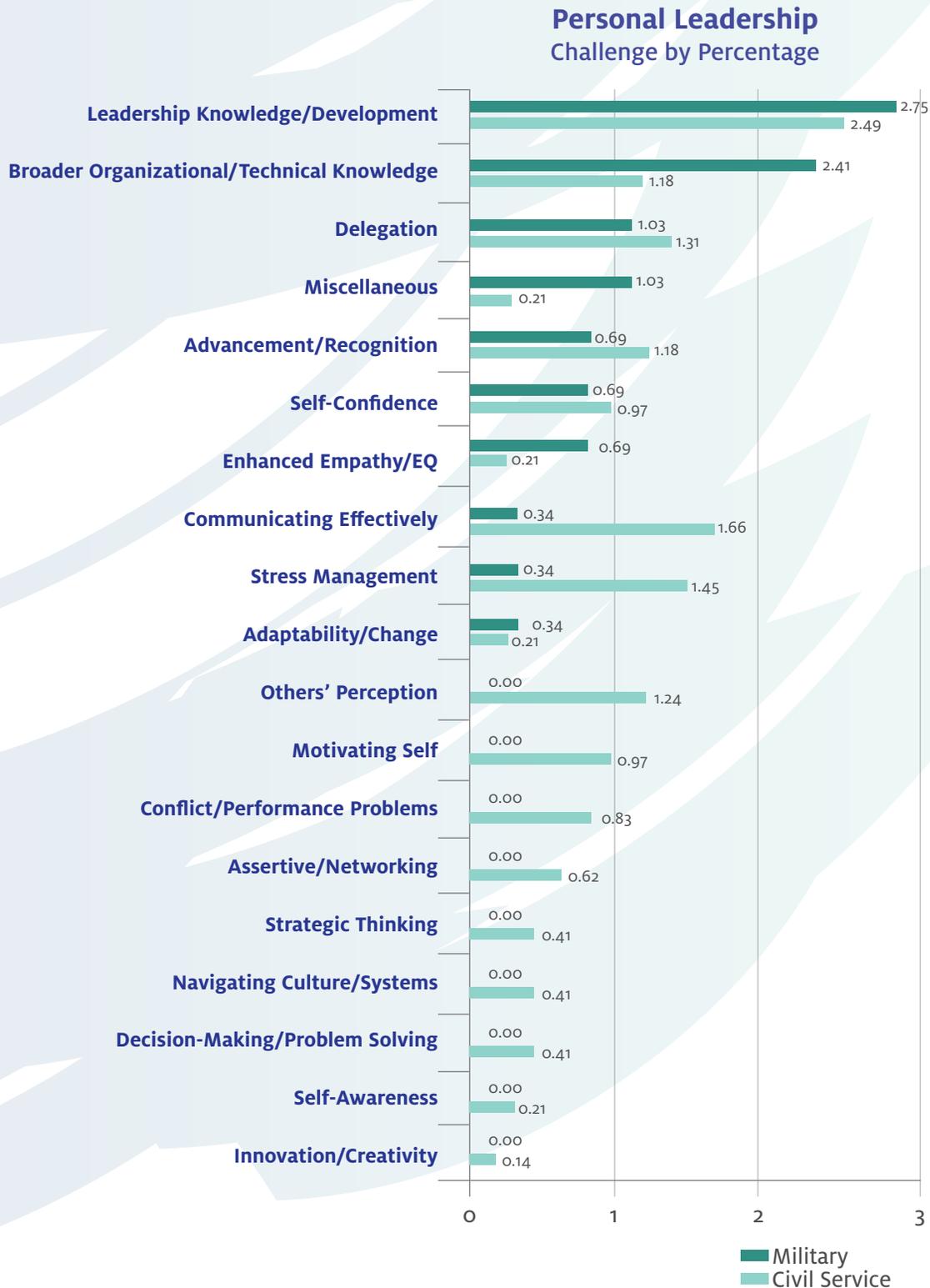
Both civil servants and military leaders identified the subcategory of **Motivating Subordinates** as the greatest leadership challenge in this category. Military leaders continually work to “sustain the morale and motivation of personnel without driving people into the ground, especially those on 365-day deployments.” Federal civilian leaders cite limited financial rewards and ceilings on career advancement as obstacles to motivation. Both groups bemoan the “do more with less” environment that has led to increased workloads.

Differences between the two groups emerge when looking at the remaining subcategories. For uniformed military, **Managing Subordinates** was a clear No. 2 challenge, while for civil servants **Managing Subordinates**, **Developing Subordinates**, and **Problem Subordinates** were all closely aligned. Some of the more common issues cited by federal civilians include establishing a common goal among subordinates who “want to push personal agendas” and supervising former peers who resent leaders selected for promotion.

*“I have a small organization with several challenging personalities, who are very immature with negative personalities and refuse to be ‘team players.’ I was also hired over the top of an existing employee, which some have very much resented. I am searching for ways to engage all personnel as part of our organizational team and create a synergistic and positive environment.”*

# Personal Leadership

This major category comprises 19 subgroups shown in the following table. The percentage of each subgroup sums to the total percentage listed in the overall category percentage.





Military and civil servants agreed that **Leadership Knowledge/Development** was their greatest challenge in this category. Both groups also viewed challenges in **Delegation, Self-Confidence, and Advancement/Recognition** as important, though civil servants cited these more often than their military counterparts.

On the rest of the subcategories, these groups held very different perspectives. Military leaders found **Broader Organizational/Technical Knowledge** their No. 2 challenge by a two-to-one margin over civil servants. Military leaders cite being pulled by sometimes opposing challenges of “becoming a generalist” while still “remaining technical as a commander” and gaining practical hands-on experience. Additionally, military members cite **Enhanced Empathy/EQ** as a challenge more than three-to-one compared to civil servants.

For their part, government civilian leaders find **Communicating Effectively** and **Stress Management** as their second and third biggest challenges by a nearly five-to-one margin compared to their military peers. As one civilian leader stated: “I was a supervisor in a nonprofit organization [before joining the civil service]. I literally managed one person. I am still in a learning mode about how to manage staff.” Civil servants also cited a number of additional challenges not expressed by military respondents as shown by the last nine categories in the table.

*“Another challenge is for me to get a firm understanding of the various functional areas within my organization and how they go about completing their missions. Also, I would like to obtain a greater understanding of the role my organization plays in the ‘big picture.’”*



# Talent Management

This major category comprises six subgroups shown in the following table. The percentage of each subgroup sums to the total percentage listed in the overall category percentage.



The greatest challenge cited by both military and civil servants is **Recruiting/Retaining/Training Employees**. Leaders from both sectors are faced with the “inability to hire the best and brightest due to a variety of government restrictions” mentioning pay, forced relocation, limited upward mobility, and hiring practices. Similarly, both groups experience challenges addressing **Generational/Diversity Issues** while maintaining a motivated workforce that meets expectations regarding “values, mentoring, and career development.”

The groups differ in two important subcategories. The military respondents cite **Resource/Policy Constraints** as their No. 2 challenge by a margin of six-to-one over civil servants, which seems to be an extension of the military manpower and budgeting issues discussed earlier. Conversely, civil servants view **Succession Planning/Leader Development** as their No. 2 challenge. Interestingly, not a single military leader cited this as a challenge, which may reflect the military’s extensive institutional leader development programs and embedded succession planning process.

*“Attracting talent to relocate to Washington, DC, is very difficult (e.g., high cost of living on a government salary, long commutes, and long work hours).”*

# Balancing Multiple Work Priorities

This major category comprises four subgroups shown in the following table. The percentage of each subgroup sums to the total percentage listed in the overall category percentage.

**Balancing Multiple Work Priorities**  
Challenge by Percentage





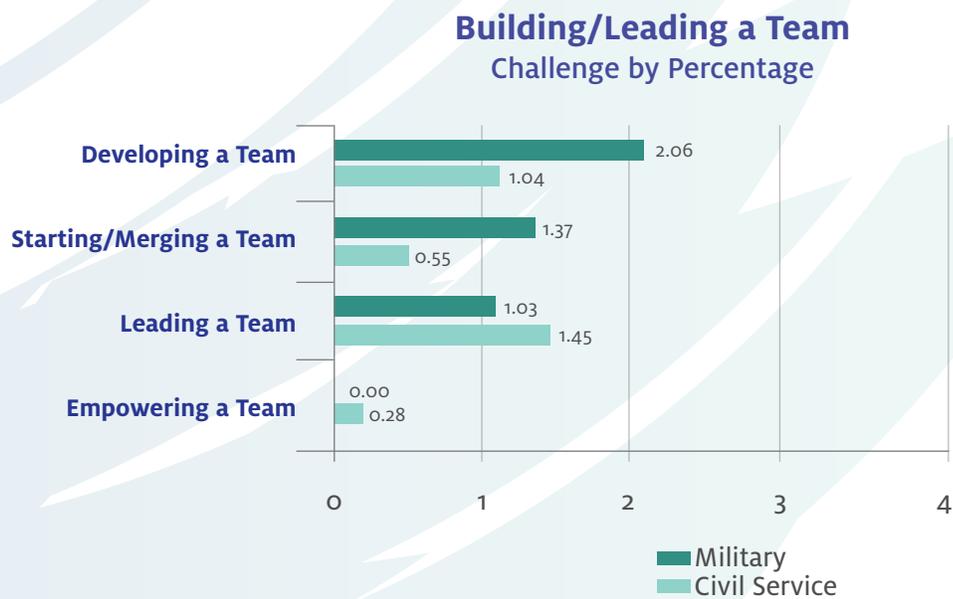
Both military and federal civilian leaders described **Time Management** and **Setting/Balancing Priorities** as the top two challenges in this category. Because public sector leaders may have a vast awareness of the overarching mission, some “take on too many activities because they all appear to be related to the major goal.” Leaders also become overwhelmed when they hold onto too many tasks because they “feel that [they] would be able to complete them faster [themselves].”

However, there is a noticeable difference in comparing the **Volume of Work** that each group takes on. Civil servants feel they “Can’t Say No” twice as often as military leaders. Some leaders are still learning “what to delegate and what is [theirs] to do.” However, some government leaders assume too many tasks for themselves because they are “very fulfilled by [their] accomplishments.”

*“While delegation is required in order to achieve my organizational goals, I often find that there aren’t enough qualified employees to which I can delegate certain task items. I also find myself holding onto certain tasks because they are either very interesting to me or because I feel that I would be able to complete them faster myself.”*

## Building/Leading a Team

This major category comprises four subgroups shown in the following table. The percentage of each subgroup sums to the total percentage listed in the overall category percentage.





Though **Building/Leading a Team** was only listed in 12th place among leader challenges, the subcategories revealed a few distinctions of note. Military leaders cited **Developing a Team** and **Starting/Merging a Team** as a challenge twice as often as civilian government leaders. Military leaders attribute this trend to “rotational assignment churn,” which causes high team member turnover and having teams with a “wide diversity of experience and background.”

Civil servants cite **Leading a Team** as a challenge nearly 50% more often than the military. These leaders emphasize that employees have “differing goals” that leave “individuals running off in all directions concerned about their own objectives.” Leaders are faced with directing workers towards a broader goal and away from their respective narrow fields of expertise.

*“I have struggled with building an efficient team from a group of employees who have all developed their own individualistic business styles. This is complicated by the fact that the group is mostly composed of employees having less than five years of experience or over 25 years of experience.”*

# Conclusion

Secretary Shinseki's success and failure illustrates that military and civil service leaders face daunting and unique leadership challenges. While there are similarities with both groups citing the same top three challenges, there are also notable variances in their magnitude, differences in prioritization of other categories, and very interesting data in the subcategory breakdowns. So what is one to make of all these similarities and differences? Here are a few thoughts.

Public sector leadership, whether military or civilian, occurs within a unique government environment marked by political uncertainty, bureaucracy, resource constraints, and a system of constitutional checks and balances designed to disperse power and decision making. This environment creates leadership challenges that are somewhat different than those found outside of government. (For more information, please see the other two papers in this three-part series: [Military vs. Private Sector](#) and [Civil Service vs. Private Sector](#)). But the factors that make government leadership different from commercial entities also affect and differentiate those challenges within the government itself. They do not apply equally at all times to all agencies. As we've seen, deep DOD budget cuts are creating different leadership priorities within the military compared to those in other federal departments.

Different organizational missions may also impact leadership challenges. While both military and civil servant leaders implement policy and legislation, their missions are vastly different. Military leaders defend our national security interests while civil servants administer important national programs. In a time of war, for instance, it may be easier to motivate military subordinates because of their immediate sense of purpose.

These different missions may also produce organizational cultures that affect leader challenges. Given the military's mission command culture, direct and order-driven communication may seem easier than in other federal agencies. Conversely, other departments may possess an independent or interdependent culture requiring more refined emotional intelligence.

While these factors may help explain why differences exist, the more important issue may be what to do with this knowledge. One reasonable response is to acknowledge the differences in leadership challenges between military and civil servant leaders, and then adjust development to address specific areas of need for each group. In this way, we can better prepare our public sector leaders to tackle the unique challenges in their respective military or federal civilian organizations.





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- <sup>4</sup> Thompson, Mark. (2014, June). VA appointment delays keep getting worse. *Time* magazine. Retrieved from <http://time.com/2850879/va-appointment-delays-keep-getting-worse>
- <sup>5</sup> Simeone, N. (2014, February 24). Hagel outlines budget reducing troop strength, force structure. *American Forces Press Service*. Retrieved from <http://www.defense.gov/news/newsarticle.aspx?id=121703>

# Appendix A

## Leadership Challenge Categories & Definitions

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### **BALANCING MULTIPLE WORK PRIORITIES:**

Challenges with time management, volume of work, delegating, or setting priorities.

**BOUNDARY SPANNING:** Challenges with the need to or the difficulty of crossing hierarchical, functional, organizational, geographic, generational, cultural, or other boundaries.

**BUILDING/LEADING A TEAM:** Any challenge with creating a new team, integrating people into an existing team or combining teams, or improving team processes.

**CREATING/CHANGING CULTURE:** Challenges that specifically relate to leading or managing a culture change in the organization.

**DEVELOPING AGILITY/ROLE TRANSITION:** Challenges with the developmental agility required in successfully moving into a new job, a new department, a new organization; moving into or out of an assignment or sector; taking on additional responsibilities or dealing with uncertainty as a result of absence of direct boss.

**INFLUENCING:** Challenges with managing up, leading without authority, inspiring others, negotiation, or getting buy-in for one's ideas/plans.

**INTERPERSONAL CONFLICT:** An unresolved disagreement of a negative nature that is personally concerning or impactful to the leader and involves a peer(s) or a superior(s).

**LEADING TEAM THROUGH CHANGE:** Challenges with helping others with a unit or team to understand and cope with change, redesigning group processes or policies due to change, coping oneself with crisis while also leading others through it.

### **LEADING/MANAGING ORGANIZATIONAL CHANGE:**

Being accountable for leading or managing a major organization-wide change or aspects of that change, or working inside an unhealthy culture.

**MANAGING/MOTIVATING SUBORDINATES:** Challenges related to managing, motivating, or developing others, typically subordinates; dealing with problem subordinates/performance issues.

**MISCELLANEOUS:** Non-categorized responses.

**ORGANIZATIONAL GROWTH:** Challenges that come with growth or lack of growth.

**ORGANIZATIONAL OPERATIONS/PERFORMANCE:** Operational challenges such as dealing with budget cuts in a context of rising demand for services, the need to create greater group or organizational efficiency, working in a context of continuous change, dealing with bureaucracy, increasing organizational performance.

**PERSONAL LEADERSHIP:** Challenges relating to needs for personal and/or leadership development, new awareness of own strengths and development needs, or self-management issues.

**STRATEGIC ISSUES:** Strategic leadership challenges with vision, mission, broad environmental factors that impact an organization, or strategic planning.

**TALENT MANAGEMENT:** Developing or implementing HR systems and processes or dealing with human resource-related issues and problems.

**WORK/LIFE BALANCE:** Struggling with decisions or competing demands and opportunities coming from various parts of one's life and/or personal needs.

# Appendix B

## CCL Resources for Leadership Challenge Categories

### **BALANCING MULTIPLE WORK PRIORITIES:**

- Managing Your Whole Life (guidebook)
- Managing Leadership Stress (guidebook)
- Setting Priorities: Personal Values, Organizational Results (guidebook)
- Delegating Effectively: A Leader's Guide to Getting Things Done (guidebook)
- Always On, Never Done? Don't Blame the Smartphone (white paper)
- Where Does Your Day Go? (article)
- Senior-level Trade-offs: What Experienced Leaders Need to Know (article)
- Everyday Leaders—A New Balancing Act (podcast)
- Maximizing Your Leadership Potential (open enrollment program)
- Leading for Organizational Impact (open enrollment program)
- Speakers (CCL Speakers Bureau)
- Executive Coaching
- Custom Programs and Facilitation

### **BOUNDARY SPANNING**

- Boundary Spanning Leadership (book)
- Leading Dispersed Teams (guidebook)
- Communicating Across Cultures (guidebook)
- Leadership Networking: Connect, Collaborate, Create (guidebook)
- Developing Cultural Adaptability: How to Work Across Differences (guidebook)
- Boundary Spanning as Battle Rhythm (white paper)
- Boundary Spanning Leadership: Mission Critical Perspectives from the Executive Suite (white paper)
- Boundary Spanning in Action: Tactics for Transforming Today's Borders into Tomorrow's Frontiers (white paper)
- Boundary Spanning Leadership: Catalyze Collaboration, Drive Innovation, Transform Organizations (webinar)
- Boundary Spanning Leadership Toolkit (tools and facilitators guide)
- Boundary Spanning Leadership 360 (assessment)
- Leading for Organizational Impact (open enrollment program)
- Leading Strategically (open enrollment program)
- Speakers (CCL Speakers Bureau)
- Executive Coaching
- Custom Programs and Facilitation

### **BUILDING/LEADING A TEAM**

- Do You Really Need a Team (guidebook)
- How to Launch a Team: Start Right for Success (guidebook)
- How to Form a Team: Five Keys to High Performance (guidebook)
- Leading Dispersed Teams (guidebook)
- Maintaining Team Performance (guidebook)
- Raising Sensitive Issues in a Team (guidebook & e-course)
- Building Your Team's Morale, Pride, and Spirit (guidebook)
- Social Identity: Knowing Yourself, Leading Others (guidebook)
- Critical Reflections: How Groups Can Learn from Success and Failure (guidebook)
- The State of Teams (white paper)
- How to Lead a Collaborative Team (article)
- How to Create a High-Learning Team (article)
- The Real-World Guide to Team Norms (article)
- What Is This Team For and Why Am I Here? (article)
- Building a Collaborative Team (webinar)
- Teams have needs! 3 Keys to Greater Team Effectiveness (webinar)
- Positive PR: Building Team Support in Your Organization (podcast)
- Benchmarks for Managers (assessment)
- Campbell-Hallum Team Survey (assessment)
- STRAT: Strategic Team Review & Action Tool (assessment)
- Leading Teams for Impact (open enrollment program)
- Speakers (CCL Speakers Bureau)
- Executive Coaching
- Custom Programs and Facilitation

### **CREATING/CHANGING CULTURE:**

- Transforming Your Leadership Culture (book)
- Transforming Your Organization (white paper)
- Transformational Change: An Ecosystem Approach (white paper)
- Build Culture, Build Capacity (article)
- Changing Culture: 4 Phases, Not 4 Steps (article)
- Campbell Organizational Survey (assessment)
- Denison Culture Survey (assessment)
- Leadership Gap Indicator (assessment)
- Organizational Culture Inventory (assessment)
- Speakers (CCL Speakers Bureau)
- Executive Coaching
- Custom Programs and Facilitation

## **DEVELOPING AGILITY/ROLE TRANSITION**

- [Becoming a More Versatile Learner \(guidebook\)](#)
- [Developing Cultural Adaptability: How to Work Across Differences \(guidebook & e-course\)](#)
- [Leading with Impact \(white paper\)](#)
- [Are You an Agile Learner? \(article\)](#)
- [Learning About Learning Agility \(white paper\)](#)
- [Tips for Improving Your Learning Agility \(article\)](#)
- [Expanding the Leadership Equation: Developing Next-Generation Leaders \(white paper\)](#)
- [Fundamental 4: Core Leadership Skills for Every Career Stage \(article\)](#)
- [5 Practices to Increased Learning Agility \(webinar\)](#)
- [Communicating Across Cultures \(e-course\)](#)
- [Prospector: Measuring Learning Agility \(assessment\)](#)
- [Leadership Development Program \(open enrollment program\)](#)
- [Speakers \(CCL Speakers Bureau\)](#)
- [Executive Coaching](#)
- [Custom Programs and Facilitation](#)

## **INFLUENCING**

- [Communicating Your Vision \(guidebook\)](#)
- [Influence for Nonprofit Leaders \(guidebook\)](#)
- [Influence: Gaining Commitment, Getting Results \(guidebook\)](#)
- [Selling Your Ideas to Your Organization \(guidebook & e-course\)](#)
- [Selling Yourself without Selling Out: A Leader's Guide to Ethical Self-Promotion \(guidebook & e-course\)](#)
- [Three Ways to Influence \(article\)](#)
- [Influence: Learn Early, Practice Often \(article\)](#)
- [Influencing without Authority \(webinar\)](#)
- [Influence: Gaining Commitment, Getting Results \(webinar\)](#)
- [Influence \(e-course\)](#)
- [Influence Style Indicator \(assessment\)](#)
- [Leadership Fundamentals \(open enrollment program\)](#)
- [Maximizing Your Leadership Potential \(open enrollment program\)](#)
- [Leading Strategically \(open enrollment program\)](#)
- [Speakers \(CCL Speakers Bureau\)](#)
- [Executive Coaching](#)
- [Custom Programs and Facilitation](#)

## **INTERPERSONAL CONFLICT**

- [Building Conflict Competent Teams \(book\)](#)
- [Developing Your Conflict Competence \(book\)](#)
- [Becoming a Conflict Competent Leader \(book & webinar\)](#)
- [Managing Conflict with Peers \(guidebook & e-course\)](#)
- [Managing Conflict with Your Boss \(guidebook & e-course\)](#)

- [Managing Conflict with Direct Reports \(guidebook & e-course\)](#)
- [Root Causes for Understanding Conflict \(webinar\)](#)
- [Managerial Courage: Actively Managing Conflict \(webinar\)](#)
- [Calming Conflict \(podcast\)](#)
- [The Cost of Conflict Incompetence \(podcast\)](#)
- [6 Ways to Make Conflict Productive \(podcast\)](#)
- [Generational Conflict: A Matter of Clout \(podcast\)](#)
- [Conflict Competency: What Does It Take? \(podcast\)](#)
- [LSI Conflict \(assessment\)](#)
- [Benchmarks for Managers \(assessment\)](#)
- [Conflict Dynamics Profile \(assessment\)](#)
- [Conflict Lens Instrument \(assessment\)](#)
- [Thomas–Kilmann Conflict Mode Instrument \(assessment\)](#)
- [Maximizing Your Leadership Potential \(open enrollment program\)](#)
- [Speakers \(CCL Speakers Bureau\)](#)
- [Executive Coaching](#)
- [Custom Programs and Facilitation](#)

## **LEADING TEAM THROUGH CHANGE**

- [On Leading in Times of Change \(book\)](#)
- [Change Now! Five Steps to Better Leadership \(book\)](#)
- [Adapting to Organizational Change \(guidebook\)](#)
- [Building Resiliency: How to Thrive in Time of Change \(guidebook\)](#)
- [Responses to Change: Helping People Manage Transition \(guidebook\)](#)
- [Navigating Change: A Leader's Role \(white paper\)](#)
- [Mediated Dialogue See Your Way through Change \(white paper\)](#)
- [4 Reasons Why You Fail at Change \(article\)](#)
- [Leading in Times of Transition \(podcast\)](#)
- [CSI: Change Style Indicator \(assessment\)](#)
- [Navigating Change \(open enrollment program\)](#)
- [Leading Teams for Impact \(open enrollment program\)](#)
- [Leading Strategically \(open enrollment program\)](#)
- [Speakers \(CCL Speakers Bureau\)](#)
- [Executive Coaching](#)
- [Custom Programs and Facilitation](#)

## **LEADING/MANAGING ORGANIZATIONAL CHANGE**

- [Leading Continuous Change \(book\)](#)
- [Transforming Your Organization \(white paper\)](#)
- [The Leader's Edge: Six Creative Competencies for Navigating Complex Challenges \(book\)](#)
- [Adaptability: Responding Effectively to Change \(guidebook\)](#)
- [Responses to Change: Helping People Manage Transition \(guidebook\)](#)
- [Transformational Change: An Ecosystem Approach \(white paper\)](#)

- Change Comes at a Cumulative Cost: Make It Worth the Investment (white paper)
- Is Your Organization Prepped for Change? (article)
- Are You Missing Half of the Change Equation? (article)
- 14 Signs Your Company has a Problem with Change (article)
- It's a New Game: Leading Complex, Continuous Change (white paper)
- Is Your Organization Ready For Change? (webinar)
- Transforming Your Organization: The KONE Story (webinar)
- Benchmarks for Executives (assessment)
- Leadership Gap Indicator (assessment)
- Leading Strategically (open enrollment program)
- Leadership at the Peak (open enrollment program)
- Speakers (CCL Speakers Bureau)
- Executive Coaching
- Custom Programs and Facilitation

### **MANAGING/MOTIVATING SUBORDINATES**

- Giving Feedback to Subordinates (guidebook)
- Building Your Team's Morale, Pride, and Spirit (guidebook)
- Delegating Effectively: A Leader's Guide to Getting Things Done (guidebook)
- Feedback That Works: How to Build and Deliver Your Message (guidebook & e-course)
- Empathy in the Workplace: A Tool for Effective Leadership (white paper)
- Grooming Top Leaders: Cultural Perspectives from China, India, Singapore, and the United States (white paper)
- Developing Public Service Leaders in Singapore (article)
- Benchmarks for Managers (assessment)
- Coaching for Greater Effectiveness (open enrollment program)
- Speakers (CCL Speakers Bureau)
- Executive Coaching
- Custom Programs and Facilitation

### **ORGANIZATIONAL GROWTH**

- Broadening Your Organizational Perspective (guidebook)
- Making Creativity Practical: Innovation That Gets Results (guidebook)
- Developing Future Leaders for High-Growth Indian Companies: New Perspectives (white paper)
- Executing Organizational Strategy: Achieving Success through Talent Management (white paper)
- KEYS to Creativity and Innovation (assessment)
- Driving Results Through Innovation Leadership (open enrollment program)
- Speakers (CCL Speakers Bureau)
- Executive Coaching
- Custom Programs and Facilitation

### **ORGANIZATIONAL OPERATIONS/PERFORMANCE**

- High-Performance Work Organizations (book)
- Accountability: Taking Ownership of Your Responsibilities (guidebook)
- Delegating Effectively: A Leader's Guide to Getting Things Done (guidebook)
- Driving Performance: How Leadership Development Powers Sustained Success (white paper)
- Bridging the Strategy/Performance Gap: How Leadership Strategy Drives Business Results (white paper)
- Accelerating Performance: Five Leadership Skills You and Your Organization Can't Do Without (white paper)
- Credicorp Group: Leadership Development Strategy—An Evolving Approach Linked to Business Performance (white paper)
- What to Do if Performance Lags (article)
- Five Leadership Skills to Accelerate Performance (article)
- Accelerating Performance: Linking Leadership and Strategy (webinar)
- Leading Teams for Impact (open enrollment program)
- Driving Results Through Innovation Leadership (open enrollment program)
- Speakers (CCL Speakers Bureau)
- Executive Coaching
- Custom Programs and Facilitation

### **PERSONAL LEADERSHIP**

- Managing Ambition (guidebook)
- Developing Political Savvy (guidebook)
- Tracking Your Development (guidebook)
- Creating a Vision (guidebook & e-course)
- Reaching Your Development Goals (guidebook)
- Building an Authentic Leadership Image (guidebook)
- Changing Yourself and Your Reputation (guidebook)
- Ongoing Feedback: How to Get It, How to Use It (guidebook)
- Return on Experience: Learning Leadership at Work (guidebook)
- Setting Your Development Goals: Start with Your Values (guidebook)
- Developing Your Intuition: A Guide to Reflective Practice (guidebook)
- Keeping Your Career on Track: Twenty Success Strategies (guidebook)
- Leadership Wisdom: Discovering the Lessons of Experience (guidebook)
- Active Listening: Improve Your Ability to Listen and Lead (guidebook)
- Learning from Life: Turning Life's Lessons into Leadership Experience (guidebook)
- Interpersonal Savvy: Building and Maintaining Solid Working Relationships (guidebook)

- Preparing for Development: Making the Most of Formal Leadership Programs (guidebook)
- Three Keys to Development: Defining and Meeting Your Leadership Challenges (guidebook)
- Creating a Vision (e-course)
- Visual Explorer (tool & facilitators guide)
- Metaphor Explorer (tool & facilitators guide)
- Benchmarks for Managers (assessment)
- Benchmarks for Executives (assessment)
- Campbell Leadership Index (assessment)
- Campbell Leadership Descriptor (assessment)
- Campbell Leadership Index (assessment)
- Decision Style Profile (assessment)
- California Psychological Inventory™ 260 (assessment)
- BarOn Emotional Quotient-Inventory (assessment)
- Leadership Fundamentals (open enrollment program)
- Women's Leadership Experience (open enrollment program)
- Leadership Development Program (open enrollment program)
- Speakers (CCL Speakers Bureau)
- Executive Coaching
- Custom Programs and Facilitation

#### **STRATEGIC ISSUES**

- Becoming a Strategic Leader (book)
- Got a Leadership Strategy? (white paper)
- Leadership Strategies for Societal Impact (white paper)
- Developing a Leadership Strategy: A Critical Ingredient for Organizational Success (white paper)
- What's Your Strategy for Doing Strategy? (article)
- What Drives Your Leadership Strategy? (article)
- Implementing Strategy: The Leadership Mindset (article)
- Leadership strategies to bridge the performance/strategy gap (article)
- Linking Business Strategy and Leadership Strategy (webinar)
- Strategic Leader 360 (assessment)
- Leading Strategically (open enrollment program)
- Leadership at the Peak (open enrollment program)
- Speakers (CCL Speakers Bureau)
- Executive Coaching
- Custom Programs and Facilitation

#### **TALENT MANAGEMENT**

- High Impact Succession Management (book)
- Using Your Executive Coach (guidebook)
- Feedback in Performance Reviews (guidebook)
- Seven Keys to Successful Mentoring (guidebook)
- Becoming a Leader-Coach: A Step-by-Step Guide to Developing Your People (guidebook)

- Talent Conversations: What They Are, Why They're Crucial, and How to Do Them Right (guidebook)
- Trends in Succession Management in Asia (white paper)
- Creating a Dynamic and Sustainable Talent Ecosystem (white paper)
- High-potential Talent: A View from Inside the Leadership Pipeline (white paper)
- Leadership & Talent Development in International Humanitarian and Development Organizations (white paper)
- Leadership Strategy and Talent Search (article)
- Unlocking Leadership Talent in the Humanitarian Sector (article)
- HR Pipeline: Connecting Strategy & Leader Development (article)
- Developing Leadership Talent (webinar)
- Developing Direct Reports with Feedback (e-course)
- Leadership Gap Indicator (assessment)
- Talent Orchestrator (assessment)
- Leading Strategically (open enrollment program)
- Coaching for Human Resources Professionals (open enrollment program)
- Leadership Development for Human Resource Professionals (open enrollment program)
- Speakers (CCL Speakers Bureau)
- Executive Coaching
- Custom Programs and Facilitation

#### **WORK/LIFE BALANCE**

- Finding Your Balance (guidebook)
- Managing Your Whole Life (guidebook)
- Managing Leadership Stress (guidebook)
- Delegating Effectively: A Leader's Guide to Getting Things Done (guidebook)
- Focus = Balance (article)
- Balance is a Faulty Metaphor (article)
- Is Work-Life Balance a Zero-Sum Game? (article)
- Forget Work-Life Balance; Strive for Work-Life Integration (article)
- Are Balanced Leaders Better Performers? (podcast)
- Work Life Indicator (assessment)
- Leadership at the Peak (open enrollment program)
- Speakers (CCL Speakers Bureau)
- Executive Coaching
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## About the Authors

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**John Ferguson** is a senior faculty member and director for the Center for Creative Leadership (CCL®). Prior to joining CCL, John spent over 20 years in military, government, higher education, and corporate leadership positions while living and working in Iraq, Afghanistan, Pakistan, Germany, Korea, the Philippines, and the United States. John holds an MBA from Duke University and a BS in engineering from the US Military Academy at West Point.

**Mike Rybacki** is a US Army Infantry Major serving as a leadership and management instructor in the Department of Behavioral Science and Leadership, US Military Academy at West Point. Mike served as an infantry platoon leader in the 82nd Airborne Division and an infantry company commander in the 3rd Infantry Division, leading both a platoon in Afghanistan and a company in Iraq. He earned an MBA from Duke University and a BS in systems engineering from the US Military Academy.

**Dominique Butts** is a cadet in the class of 2017 at the US Military Academy. She studies sociology and Arabic and will serve as a Second Lieutenant in the US Army following graduation.

**Kristi Carrigan** is a cadet in the class of 2017 at the US Military Academy. She is the president of her class, studies environmental engineering, and will serve as a Second Lieutenant in the US Army following graduation.

To learn more about this topic or the Center for Creative Leadership's programs and products, please contact our Client Services team.

+1 800 780 1031 +1 336 545 2810 [info@ccl.org](mailto:info@ccl.org)



## Center for Creative Leadership®

The Center for Creative Leadership (CCL®) is a top-ranked, global provider of leadership development. By leveraging the power of leadership to drive results that matter most to clients, CCL transforms individual leaders, teams, organizations and society. Our array of cutting-edge solutions is steeped in extensive research and experience gained from working with hundreds of thousands of leaders at all levels. Ranked among the world's Top 5 providers of executive education by the *Financial Times* and in the Top 10 by *Bloomberg Businessweek*, CCL has offices in Greensboro, NC; Colorado Springs, CO; San Diego, CA; Brussels, Belgium; Moscow, Russia; Addis Ababa, Ethiopia; Johannesburg, South Africa; Singapore; Gurgaon, India; and Shanghai, China.

### CCL - Americas

www.ccl.org  
+1 800 780 1031 (US or Canada)  
+1 336 545 2810 (Worldwide)  
info@ccl.org

#### Greensboro, North Carolina

+1 336 545 2810

#### Colorado Springs, Colorado

+1 719 633 3891

#### San Diego, California

+1 858 638 8000

### CCL - Europe, Middle East, Africa

www.ccl.org/emea

#### Brussels, Belgium

+32 (0) 2 679 09 10  
ccl.emea@ccl.org

#### Addis Ababa, Ethiopia

+251 118 957086  
LBB.Africa@ccl.org

#### Johannesburg, South Africa

+27 (11) 783 4963  
southafrica.office@ccl.org

#### Moscow, Russia

+7 495 662 31 39  
ccl.cis@ccl.org

### CCL - Asia Pacific

www.ccl.org/apac

#### Singapore

+65 6854 6000  
ccl.apac@ccl.org

#### Gurgaon, India

+91 124 676 9200  
cclindia@ccl.org

#### Shanghai, China

+86 21 6881 6683  
ccl.china@ccl.org

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