

**VISION LEADERSHIP**

Leadership 101

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**OUR PURPOSE**

- To help you recognize key attributes of a successful vision
- To cause you think deliberately about your both your professional and personal vision

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**OUR METHOD**

- We will look at two case studies - one that I have admired from a distance, and one that I lived
- We will try and ferret out those key characteristics that have made those visions succeed
- We will talk about elements of a personal vision, and do a hands-on exercise
- We will conclude with some of you discussing you personal vision

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**CASE STUDY #1 - GEOFORCE**

- The challenge...
- only the future of the Planet

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 **GeoFORCE Texas**  
Inspiring the next generation of geoscientists



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**Objectives**



1. Increase the number and diversity of students pursuing degrees in math and science and entering the future workforce.
2. Emphasize geosciences and engineering.
3. Demystify education at a large public university.
4. Provide a large cohort of high achievers.
5. Increase confidence in intellectual ability and in the possibility of going to college.

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### Method

- Recruit high-achieving students in the 8<sup>th</sup> grade, and keep them in the program throughout high school.
- Target high-minority, high-risk, challenged school districts.
- Take them out of their environment, into the field, and show them spectacular places.
- Surround them with role models who are college students and professionals.
- Support them throughout high school in college preparation, application, and persistence.




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### Characteristics of GeoFORCE Students



- All are honor students
- Most are minorities (83%)
- Many will be first-in-family to attend college (56%)
- Many are from English-second-language families
- Many have not been on an airplane

and for the Class of 2012

- 6 Valedictorians
- 7 Salutatorians
- 96% are heading directly to college




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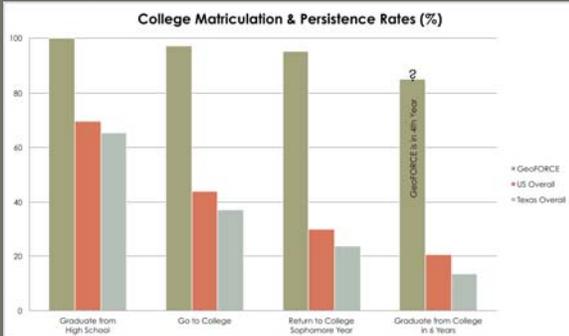
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### Results

All participants are tracked from 8<sup>th</sup> grade to the present (2005 initial cohort of 8<sup>th</sup> graders are college seniors this fall).

#### College Matriculation & Persistence Rates (%)



Category	GeoFORCE (%)	US Overall (%)	Texas Overall (%)
Graduate from High School	100	70	65
Go to College	95	45	38
Return to College Sophomore Year	95	30	25
Graduate from College in 6 Years	85	20	15

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## Keys to Success: Program

- Metrics
- Public/Private Partnership
- Strong University support
- Strong Industry support
- Passion




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## YOUR OBSERVATIONS

- Is it a compelling problem?
- What was the vision?
- Are they making a difference?
- Can they measure success or failure?
- What else?

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## CASE STUDY #2 – USGS MAPPING

### Federal Computer

CONTRACTOR INFORMATION

“The U.S. Geological Survey will proceed with an A-76 jobs competition to determine whether federal or private-sector employees will operate a new mapping center in Lakewood, Colo. Agency officials decided to open the federal jobs to outside competition despite congressional criticism of how USGS chose Colorado as the new center’s location. Whether the center’s operations are outsourced or handled by federal employees, the new National Geospatial Technical Operations Center (NGTOC) will eliminate all employee positions in each of USGS’ four regional centers, agency officials said. Those centers are in Reston, Va.; Rolla, Mo.; Menlo Park, Calif.; and Lakewood. The outcome of the competition, which will be governed by the Office of Management and Budget’s Circular A-76 rules, could eliminate as many as 250 federal jobs.”

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**THE OUTCOME**

- Two locations closed
- workforce went from 400 to 200 in eighteen months
- morale plummets & mapping mission is shaken to its core
- In the end, Director cancels A-76, determines to put mapping back on its feet and gives me the job to fix it

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**THE VISION**

- Restore USGS mapping to preeminent status as the World's finest national mapping organization
- How to get there?
  - I remembered as a new employee being dumbstruck at how much pride, enthusiasm, and passion all of those around me had for their jobs and our mission
  - I knew that to be a great organization, we would have to restore that set of emotions in the workforce that remained

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**METHOD**

- Create an event to mark a "turning point" as a signal - 125th Anniversary Celebration
- Focus on healing the organization by mounting a challenge so daunting that we have no time to look back...only forward
- Resources matter - a few key hires and a highly focused budget
- Faith in workforce
- Be a passionate evangelizer

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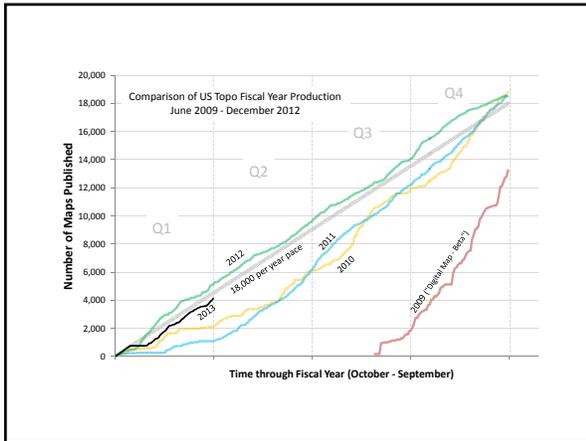
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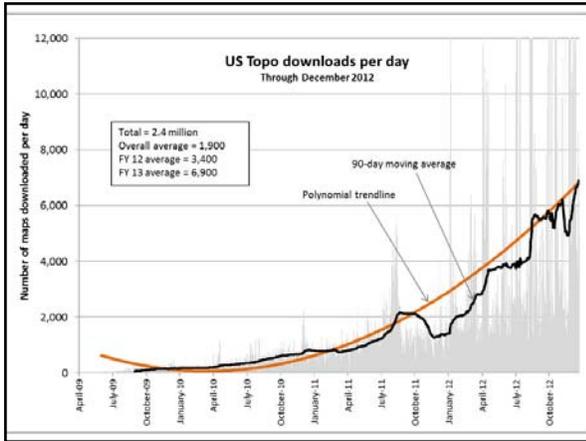
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### BRINGING IT ALL TOGETHER

- Geoforce case study
- USGS Mapping case study

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What can we conclude from these about leadership and vision?

Let's list these thoughts

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### BACK TO THE SUPERMAN VIDEO

- "Today there is a crisis in America"
  - Make the case that something needs to change
- "Stakes are higher than you think"
  - Urgent action is required, failure to act is not acceptable
- "Frightening picture, but it doesn't have to be"
  - You can create a different outcome
- "Change the odds, and here's what it looks like"
  - The essence of the vision

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### ZEROING IN ON YOU



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**BALANCE REPRESENTED BY THE CONSTELLATIONS IN ORBIT; RHYTHM, PACE REPRESENTED BY THE UNDERLYING SHEET MUSIC**

A balanced life, lived according to life's rhythm

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**INSTRUCTIONS FOR COLLAGE**

- Enjoy the time to focus on yourself – the 360 may have been exhausting, this should be relaxing
- Grab what grabs you – select what calls out to you
- Make your own if you want (internet and printers are here)
- Collage can range from literal to metaphorical
- After gathering stage, space/lay out what you have...look for themes that naturally cluster together like iron filings to a magnet
- Be ready to share tomorrow – if you're willing

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