

# COMMUNICATIONS/OUTREACH



**Ambassador Wanda Nesbitt, SVP  
Brigadier General Thomas A Gorry  
May 2014**

*Imagine, Create, and  
Secure a Stronger Peace...*



**NATIONAL DEFENSE  
UNIVERSITY**  
Washington, D.C.

# COMMUNICATIONS/OUTREACH



- Continuous and ongoing development of informational materials:
  - Internal Outreach
    - Initial resistance largely overcome through meetings, brown bags, and briefings from NDU-P and Provost
    - Regular Updating of data on NDU intranet, copious amounts of informational material: NDU-P memos, power point briefings; provost guidance, Foundational Course Syllabus, etc.
  - External Outreach
    - Extensive and repeated information sharing with NDU stakeholders, military and civilian agencies, Combatant Commands, General Officer/Flag Officers
    - Documents Posted on public internet include White paper, Joint Forces Quarterly Article, Joint Education Transformation pamphlet
  - New Partnerships
    - NDU Scholars
    - NDU Short Talks

# CURRENT INITIATIVES



- Alumni Networking
  - NDU as intellectual home base for graduates
  - Access to Library and current reading lists
  - Establish alumni website
  - Long term goal: database accessible to all NDU alumni
- Hill Engagement
  - Renew and reinvigorate relationships with professional staff to increase appreciation for NDU
  - NDU-P meeting with Rep Turner (OH) on March 27
  - Coordinating with Joint Staff Legislative affairs personnel
  - Expect to host professional staff visits starting mid-June
  - Potential interest in revival of night courses

# CURRENT INITIATIVES (CON'T)



- International Affairs & Outreach Council
  - Working group on international delegations underway
  - Outreach activities catalogued; working group members identified
- NDU Branding
  - One pager, Fact sheet, Coin, standardized templates
- Media
  - Relationship Building with National Public Radio
  - Director of Communications hiring

# Outreach



**Brigadier General Thomas A Gorry**  
**May 2014**

*Imagine, Create, and  
Secure a Stronger Peace...*



**NATIONAL DEFENSE**  
**UNIVERSITY**  
Washington, D.C.

# OUTREACH CURRICULUM INITIATIVES



- Phase I: Resiliency and Wellness
  - Partnering with Humana
- Phase II: Leadership, Logistics, and Industry
  - Strengthening our working relationships with:
    - Defense Acquisition University (DAU)
    - Defense Logistics Agency (DLA)
    - Uniformed Services University of the Health Sciences (USU HS)
    - Veterans Affairs (VA)
  - National Security and the Industry Base (Industry Studies)
- Phase III: Executive Electives
  - Partnering with University of California at Berkeley (Haas Business School: Adaptive Leadership \*\*\*)
  - Exploring an Elective Course targeted at Industry Partners



# ADAPTIVE LEADERSHIP INITIATIVE



## Overview:

- **Learning Objective**

- Graduates develop and integrate networks of peer to peer teams to better enable communication within and across the military and interagency team.

- **Theoretical Framework**

- Learning in a Facilitated Blended Learning Environment.

- **Delivery**

- Conduct 7-8 one-week courses during upcoming Academic Year: June (faculty), August (pilot), April-May (Phase III)

- **Methods of Instruction:**

- Small Group Instruction and Blended Learning: 8-16 personnel including military, interagency, and executives.



# ADAPTIVE LEADERSHIP INITIATIVE (CON'T)



## **Expected outcomes**

- Better understanding of how to move info from the edge
- More distributed ops
- Foster rapid adaptation
- Exploit the network
- Allow greater contribution
- Better cope with; complexity, ambiguity, chaos

## **Individual effects:**

- Ability to operate in ambiguous situations
- Access to Core self
- Emotional fortitude

## **Group effects:**

- Trust based collaboration
- Group primacy vice individual
- An empowered edge





# Back Up Slides



## ADAPTIVE LEADERSHIP INITIATIVE (CON'T)



### **Leadership development through self- knowledge:**

Allows people to better understand the tension between their 'core self' (who they really are) and their 'contextual self' (who they become in the organization). Enables them to better understand their seniors, peers, and subordinates.

### **Improvisational Leadership:**

Develops a trust-based network among participants. Students engage in exercises designed to put them in ambiguous circumstances, in order to increase interpersonal and operational flexibility and dexterity with intuitive decision making.

### **Liberating structures and Positive Deviance:**

In every organization people at the edge of the network have information decision makers further removed do not have, but would like to have in order to make better decisions. This exposes participants to a series of methodologies designed to extract information from the edge.