



Leadership: National Parks...Serving America Today and Tomorrow

Participant Guide



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Welcome

Welcome to this TEL (Technology Enhanced Learning) training event. We are excited that you will be joining us today for *Leadership: National Parks...Serving America Today and Tomorrow*, and we look forward to helping you to get as much out of this time as possible.

Your classroom today is not very large, 125 or fewer students from many different locations across the NPS. We purposely keep the class size small to assure that if you have a question, there is time to get it answered. Don't hesitate to ask – if you have a question, there are probably several others in the class who have the same question – you might as well be the one to ask! It is our goal that you leave class today with no unanswered questions.

How To Interact with the Instructor

We encourage you to ask questions and share your comments with the instructors throughout this TELNPS course.

If you were physically in the classroom with the instructor, you would raise your hand to let her/him know you had a question or comment. Then you would wait for the instructor to recognize you and ask for your question. We are all familiar with that “protocol” for asking questions or making comments.

With TELNPS courses there is also a “protocol” to follow to ensure that you can easily ask questions and others can participate as well. It may seem a little strange at first asking a question of a TV monitor. Remember, it is the instructor you are interacting with and not the monitor. As you ask more questions and participate in more TELNPS courses, you will soon be

focusing only on the content of your question and not the equipment you are using to ask it.

As part of the TEL station equipment at your location, there are several push-to-talk microphones. Depending on the number of students at your location, you may have one directly in front of you or you may be sharing one with other students at your table.

When you have a question, press and hold down the push-to-talk button, maintaining a distance of 12-18 inches, and say,

“Excuse me [instructor’s first name], this is [your first name]

at [your location]. I have a question (or I have a comment).”

Then release the push-to-talk button. This is important.

Until you release the button, you will not be able to hear the instructor.

The instructor will acknowledge you and then ask for your question or comment. Stating your name and location not only helps the instructor, but also helps other students who are participating at different locations to get to know their classmates.



Course Overview

Why a Leadership: National Parks...Serving America Today and Tomorrow program?

Leadership within the National Parks is a complex task, requiring individuals to continually assess the environment that they help to create. Part of this assessment involves answering the question, “What am I doing TODAY to build community within and among my staff, colleagues, partners, and the people I serve?” Participants will examine the “How” as well as the “Why” of building community to help ensure that the National Park Service meets America’s needs, both now and in the future.

Target Audience

Any NPS employee with leadership responsibilities, including positions of “formal” leadership, such as a superintendent or program manager, as well as “informal” leadership, such as a team leader or liaison. In addition, anyone interested in expanding their leadership competency, to include Mid-Level Management Development Program participants, will benefit from this course. This course counts 3 hours toward the Supervision, Management, and Leadership annual training requirement as well as the annual Diversity training requirement.

Program Timing

Leadership: National Parks...Serving America Today and Tomorrow is a 3-hour TELNPS course.

Learning Objectives

After completing this course, you will be able to:

- Discuss the connection between the NPS core values and vision
- Distinguish between the characteristics of leadership and “followship”
- Define your “best environment”
- Identify barriers to community excellence
- Establish a benchmark for your leadership qualities
- Apply the “Eight Habits of the Heart” to your personal leadership style

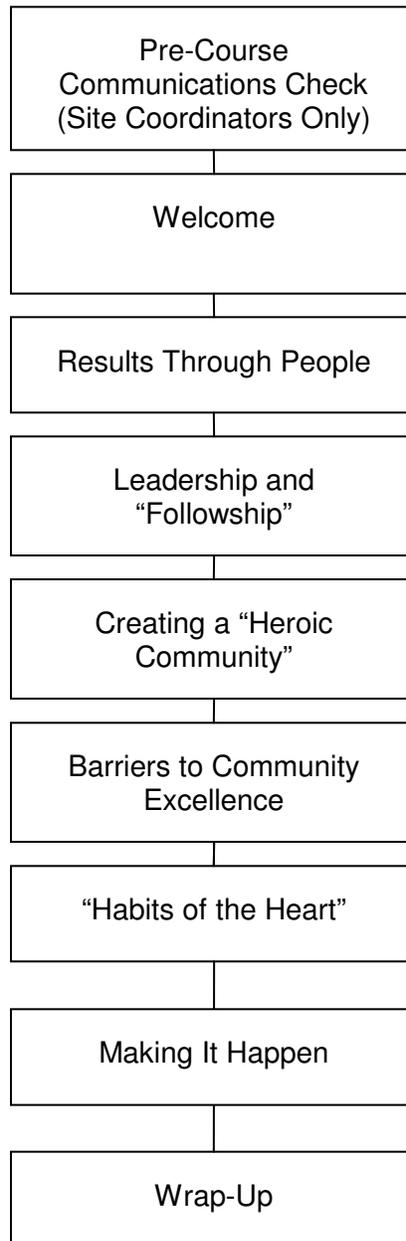
Leadership Competencies

- Leveraging Diversity
- Vision
- Accountability
- Interpersonal Skills
- Service Motivation
- Team Building
- Flexibility

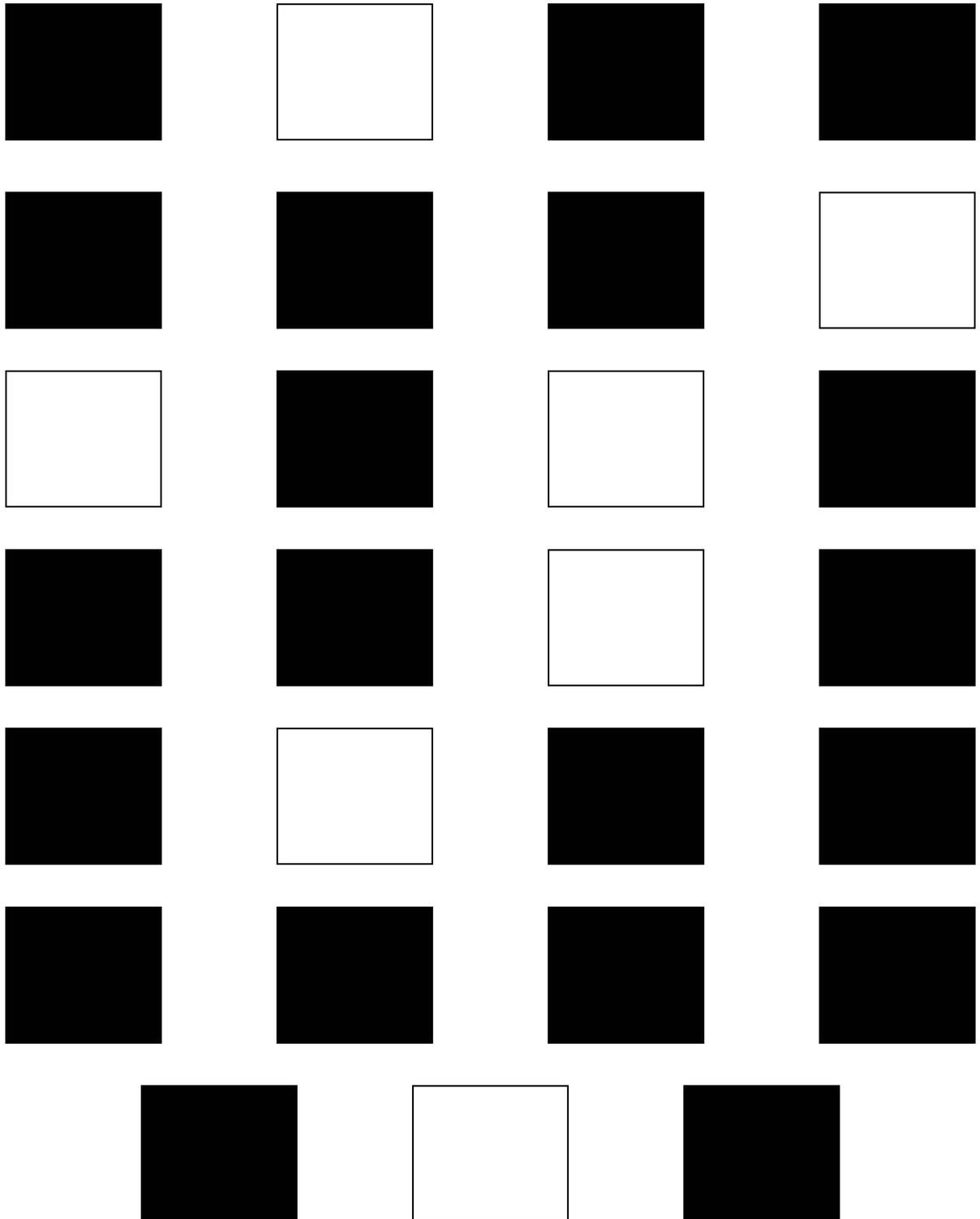
Site Point-of-Contact Responsibilities

The TEL Station Site Point-of-Contact must reserve the training room, notify employees that the park will be participating in this TEL training event, make sure the Participant Guide is available to students, set up the TEL Station on the day of the training, make sure students sign in on the Student Roster form, and finalize the roster in My Learning Manager.

Leadership: National Parks...Serving America Today and Tomorrow Course Map



Results “Thru” People



Competencies

Vision: First and Foremost

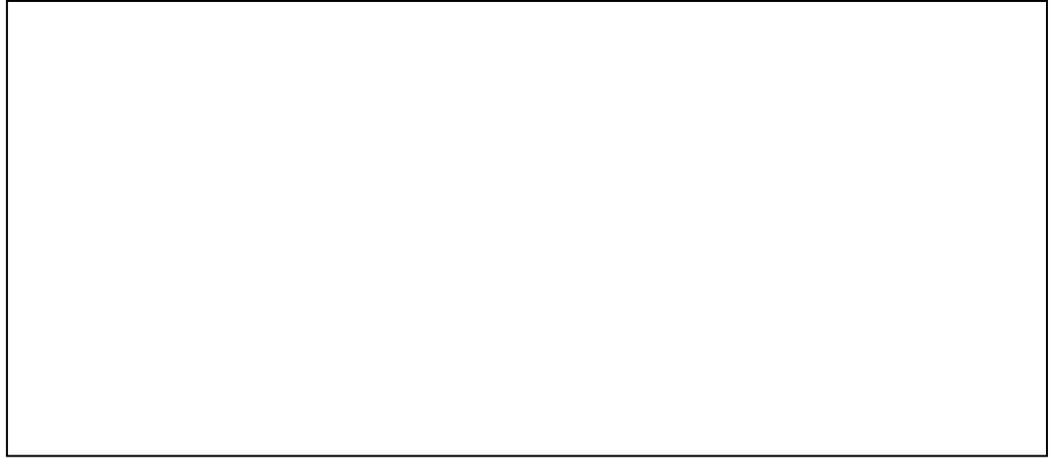
..the steady journey of defined ideals that remain unchanged in an environment that is competitive and must continually adapt.

Today, approximately 23,000 men and women, through 388 parks nationwide, service and extend the vision.

Undergirding the Vision

~ Your Core Values ~

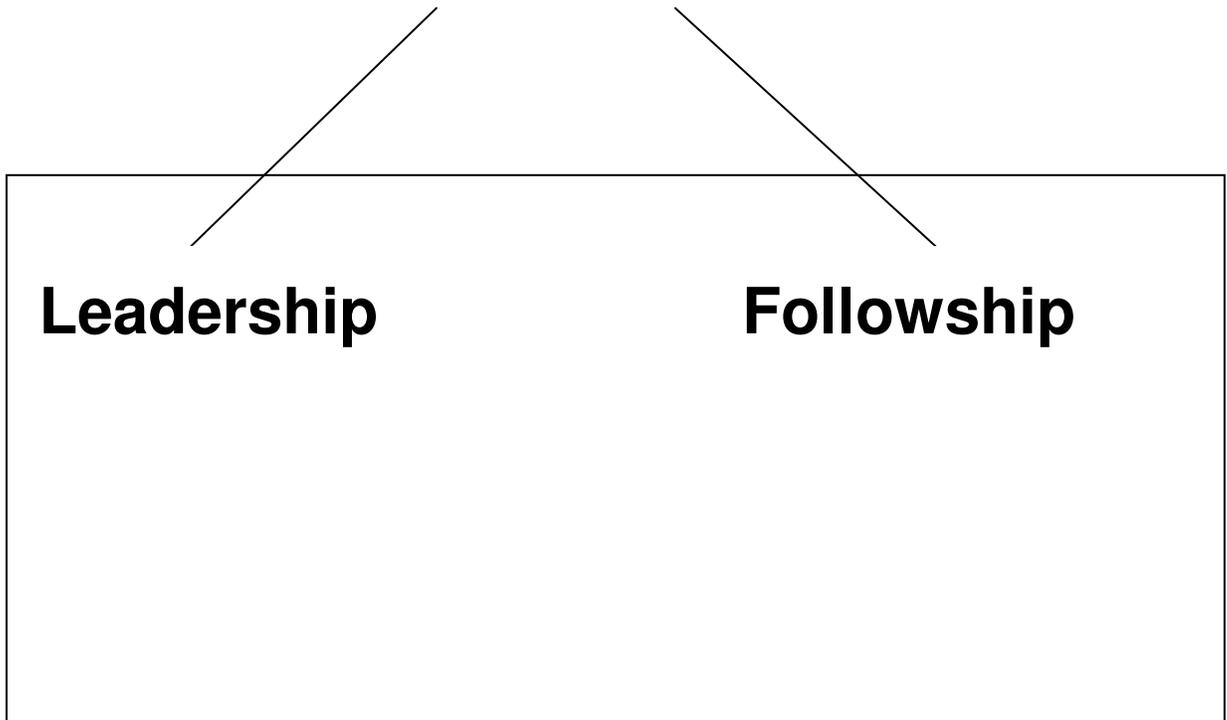
21st Century Leadership



NOTES

Leadership and “Followship”

National Park Service



NOTES

Leadership: A Followship Development Guide

Recognize

Value

Respond

Turn

Seek

Acknowledge

Embrace

Effective Leadership Reflects Effective Followership

FOLLOWERSHIP

- This is the Workplace Dynamic –

~ In today's flattened organization, the role of the _____ has changed. It has to some degree become equal to that of the _____.

~ An _____ follower's role goes far beyond simply obeying orders.

~ The single most important characteristic of a good follower, may be a _____ to tell the _____.

NOTES

Creating a “Heroic Community”

Effective Leadership

LEADERS... Building an environment that embraces the vision and core values of the National Park Service and welcomes individual honesty. Such an environment can be called a “heroic place.”

NOTES

Outcomes of a Heroic Community

“No Society can remain vital or even survive without a reasonable base of shared values. Where Community exists it confers upon its members Identity, a Sense of Belonging, a Measure of Security. A Community has the POWER to MOTIVATE its members to exceptional performance. Community can set standards of expectations for the Individual and provide the Climate in which Great Things happen.”

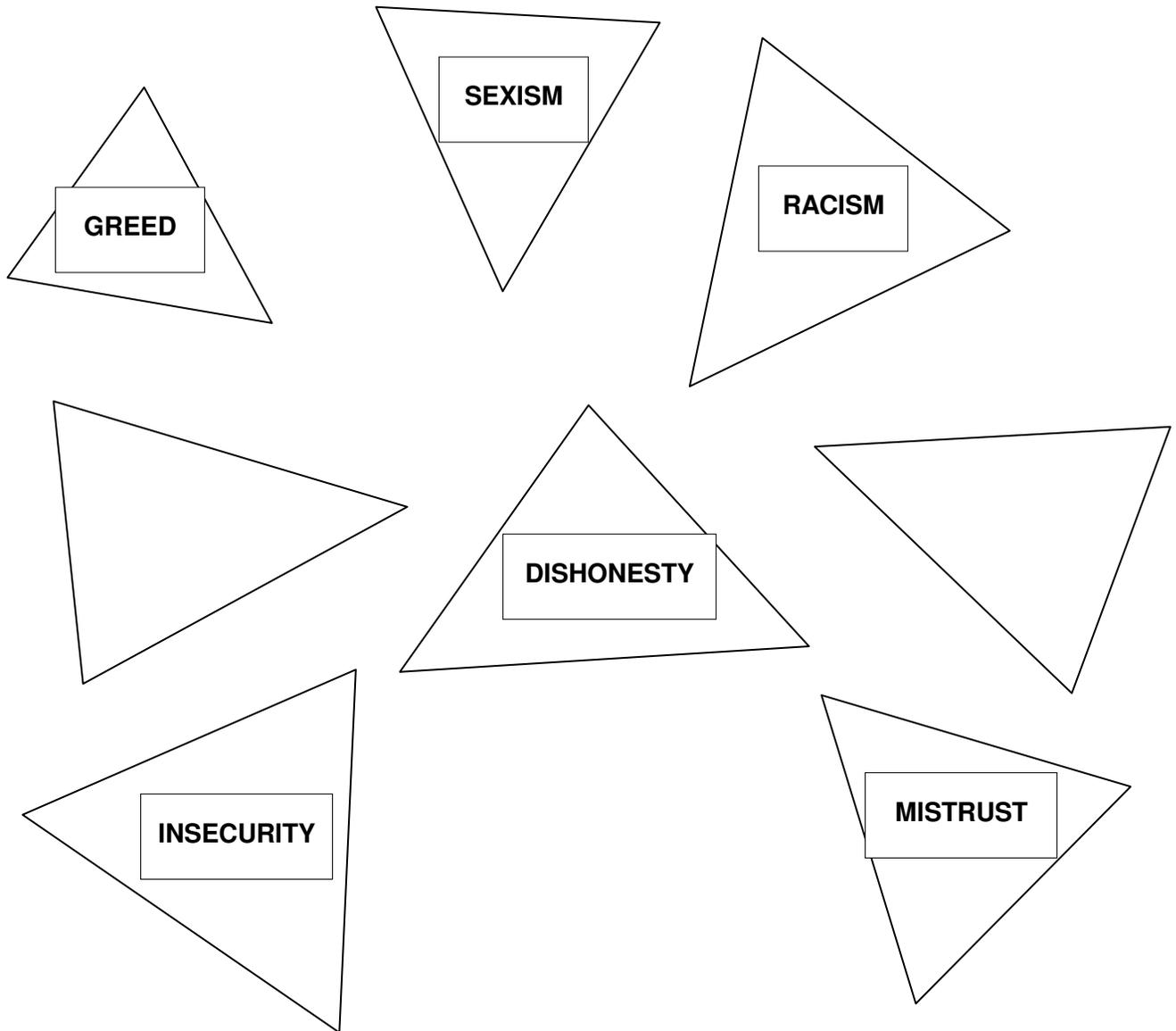
Dr. John W. Gardner
Stanford University

NOTES

Define Your 'Best' Environment



Barriers to Community Excellence



Which Undermine the Skills, Experiences, and Perspectives of all, preventing them from being maximized and fully utilized.

Leadership and “R.A.I.”

Leveraging the Skills, Perspectives, and Experiences of All

RESPECT

Within the workplace, “RESPECT” looks like...

AFFIRMATION

Within the workplace, “AFFIRMATION” looks like...

INCLUSION

Within the workplace, “INCLUSION” looks like...

R.A.I.

DRIVES

DEVELOPS

DELIVERS

Importance of Behavior

“Leadership sets the values and the standards of an organization,
not with speeches, but behavior.”

Peter F. Drucker

Eight “Habits of the Heart”

Timeless Tools: Your Personal Guarantee

“We are what we repeatedly do. Excellence, then, is not an act but a habit.”

Aristotle

The Habits of the Heart

*Nurturing Attitude · Responsibility · Dependability · Friendship
Brotherhood · High Expectations · Courage · Hope*

Your Personal “Leadership” tools to leverage the skills,
experience, and perspectives of your workforce

A “Habit of the Heart” is.....

The Eight Habits of the Heart

Nurturing Attitude:

Within the Community, a Nurturing Attitude is characterized by unselfish caring, supportiveness and a willingness to share time.

Responsibility:

Within the Community, Responsibility means showing a commitment to each task.

Dependability:

Within the Community, Dependability is being there for other through all the times of their lives, a steady influence that makes tomorrow a welcomed event.

Friendship:

Within the Community, Friendship is the habit that binds people together when they take pleasure in each other's company, listen, laugh and share good times and bad.

Brotherhood:

Within the Community, Brotherhood is the habit that reaches beyond comfortable relationships to extend a welcome to those who may be different from yourself.

High Expectations:

Within the Community, High Expectations involve believing that others can be successful, telling them so and praising their accomplishments.

Courage:

Within the Community, Courage is standing up and doing the right thing, speaking out on behalf of others and making a commitment to excellence in the face of adversity or the absence of support.

Hope:

Within the Community, Hope is believing in tomorrow...going beyond what you see because of what you believe in your heart.

Benchmark Chart—Discussion

Clifton L. Taulbert's BENCHMARK CHART

P E R S O N A L A S S E S S M E N T

	1	2	3	4	5	6	7	8
Nurturing Attitude	<input checked="" type="radio"/>	<input type="radio"/>						
Responsibility	<input checked="" type="radio"/>	<input type="radio"/>						
Dependability	<input checked="" type="radio"/>	<input type="radio"/>						
Friendship	<input checked="" type="radio"/>	<input type="radio"/>						
Brotherhood	<input checked="" type="radio"/>	<input type="radio"/>						
High Expectations	<input checked="" type="radio"/>	<input type="radio"/>						
Courage	<input checked="" type="radio"/>	<input type="radio"/>						
Hope	<input checked="" type="radio"/>	<input type="radio"/>						
	Apprentice		Journeyman					Skilled

Based upon your understanding of the **Eight Habits of the Heart**, please indicate your position.

NOTE: We all start on the 'Apprentice' level!

NAME: _____

DATE: _____

The Building Community Initiative

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Take a quick look....where do you stand NOW?

As we move through these 8 timeless and universal principles, you will be given the opportunity to step into another time zone, and pull from that zone Leadership Strategies that will aid you as a member of the National Park Service to be the leader that connects the dots...the follower – the independent silos of excellence, and maximize the inevitability of change.

The I.U. Factor

Impactful & Transformational!

A necessary companion for our upcoming journey.

The Eight Habits of the Heart—An In-Depth Look

A JOURNEY INTO THE POWER OF UNSELFISHNESS

Sustain the Community that will grow your competencies for the benefit of the people you serve and for those who serve with you.

<p style="text-align: center;">NURTURING ATTITUDE</p>	<p style="text-align: center;">RESPONSIBILITY</p>
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Lessons Learned....My Strategies To Take Away

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The Eight Habits of the Heart—An In-Depth Look

A JOURNEY INTO THE POWER OF UNSELFISHNESS

Sustain the Community that will grow your competencies for the benefit of the people you serve and for those who serve with you.

DEPENDABILITY	FRIENDSHIP
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Lessons Learned....My Strategies To Take Away

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THE BLIND BERTA STORY (from *Eight Habits of the Heart*)

“I also saw friendship practiced each time Blind Berta came to town. She always ended up staying with Miss Shugg Payne, who lived down below the colored school, but somehow everyone seemed to be on notice that she was coming to stay a spell. She had no Seeing Eye dog, only a crooked cane that always tapped along in front of her, but it didn’t matter. The entire colored community had special stops along the way to accommodate their friend. Her visits gave them a chance to show their affection. The best food would be cooked, the meat finely chopped, and Blind Berta would be carefully situated on each front porch, eating, laughing, and talking just as all friends do. I don’t know where this lady called home, but every year she would appear, regular as clockwork. For the longest time I thought “Blind Berta” was her name, not a description of her lot in life. If she ever felt lost or alone, her laughter never let on, and the people’s friendship seemed to be her vision.”

The Eight Habits of the Heart—An In-Depth Look

A JOURNEY INTO THE POWER OF UNSELFISHNESS

Sustain the Community that will grow your competencies for the benefit of the people you serve and for those who serve with you.

BROTHERHOOD	HIGH EXPECTATIONS
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Lessons Learned....My Strategies To Take Away

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The Eight Habits of the Heart—An In-Depth Look

A JOURNEY INTO THE POWER OF UNSELFISHNESS

Sustain the Community that will grow your competencies for the benefit of the people you serve and for those who serve with you.

COURAGE	HOPE
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Lessons Learned....My Strategies To Take Away

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WHERE DO YOU SEE YOURSELF NOW?

Clifton L. Taulbert's BENCHMARK CHART

P E R S O N A L A S S E S S M E N T

	1	2	3	4	5	6	7	8
Nurturing Attitude	<input checked="" type="radio"/>	<input type="radio"/>						
Responsibility	<input checked="" type="radio"/>	<input type="radio"/>						
Dependability	<input checked="" type="radio"/>	<input type="radio"/>						
Friendship	<input checked="" type="radio"/>	<input type="radio"/>						
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High Expectations	<input checked="" type="radio"/>	<input type="radio"/>						
Courage	<input checked="" type="radio"/>	<input type="radio"/>						
Hope	<input checked="" type="radio"/>	<input type="radio"/>						
	Apprentice		Journeyman					Skilled

Based upon your understanding of the **Eight Habits of the Heart**, please indicate your position.

NOTE: We all start on the 'Apprentice' level!

NAME: _____

DATE: _____

The Building Community Institute

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Making It Happen

Based upon your definition of “Best Environment” on page 13 of this guide, name 2 actions that you will implement within 24 hours. You may pull them from your personal strategies on pages 23-27 of this guide.

And to further your ideal Community, list 2 unselfish acts that you wish to receive from both your peers and your immediate supervisors.

My Immediate Actions

From My Peers

From My Supervisor

Biographical Sketch—Clifton L. Taulbert

President and Founder: The Building Community Institute

Ninth House Content Professor: www.ninthhouse.com

Pulitzer-Nominated Author: *The Last Train North*

Adjunct Professor: The Federal Executive Institute

Guest Lecturer: Darden School of Business

Guest Professor: Harvard University-Principals Center

Guest Professor: Boston University's Center for Ethics

Guest Professor: United States Air Force Academy

BIOGRAPHY:

Several years ago, Clifton Taulbert sat quietly in the James Madison Room of the historic Library of Congress as he was being introduced by Associate Supreme Court Justice Sandra Day O'Connor, who had personally invited him to address members of the court and their guests. According to Taulbert, as young boy growing up in the Mississippi Delta during the height of legal segregation, this was an honor he dared not to dream. Taulbert's historic visit resulted from a speech given on the "Power of Community" for the 21st Century. Clifton Taulbert is recognized internationally as a thought leader on the critical issue of community as a valuable asset for this century. He was CNN's Millennium Minute for Community and has carried this important message around the world through lectures, forums, and curricula. For this author, lecturer, and workshop leader, community is a dynamic process, one in which each of us can be part. Through his "Eight Habits of the Heart," he provides the framework to challenge our thinking and direct our personal actions that will ensure the presence of R.A.I...Respect, Affirmation, and Inclusion within our personal space and within our professional places.

He is also the author of the award-winning *Once Upon a Time When We Were Colored*, and the internationally acclaimed *Eight Habits of the Heart*. Noted basketball legend John Wooden in a personal letter to a friend described Taulbert's *Eight Habits* as the book he could not put down until completed. Within the corridors of business, *Eight Habits of the Heart* has been noted by Marv Adams, CIO of Ford Motor Company, as "community stripped of pretense, clearly showing the impact of multiple-micro dosages of unselfishness." Taulbert's timeless and universal concepts have also become part of the Ninth House E-Learning company's international offerings, partnering him with such notable E-Learning Professors as Tom Peters, Ken Blanchard, and Peter Senge.

Taulbert serves on the Board of Trustees for The University of Tulsa and on the Board of Visitors for Claremont Graduate School.