

Intelligence Community Agency: Development of a Strategic Simulation for Executive Development

Intended Results

Agency Goals:

- A realistic and compelling strategic simulation exercise that provides a mechanism for executive assessment and development.
- Validated rating criteria for assessing participant performance.
- An integration strategy to help exercise assessors integrate ratings from the simulation with the results of other assessments.
- Clear guidelines for facilitating the exercise and debrief.
- A comprehensive training program for exercise facilitators and assessors.
- Consulting on integrating the simulation with other components of the executive development program.
- Evaluation of a senior executive workshop provided to individuals soon after promotion into the executive ranks.

Achieved Results

PDRI achieved the following results:

- Materials and guidance necessary for conducting a six-hour complex and engaging simulation exercise set in an agency context.
- Materials and guidance necessary for conducting a structured two-hour debriefing session that helps participants extract lessons learned from the exercise and apply them to the workplace.
- A comprehensive written guide to administering the exercise and debrief.
- A one day program to train assessors how to conduct the exercise, evaluate participant performance, integrate the results of all assessments, and conduct a one-on-one feedback session with the participants to communicate the feedback
- Training for approximately 30 assessors.
- A written guide for interpreting and integrating assessment results from the simulation exercise, a 360-degree feedback instrument, a personality inventory, and a leadership styles inventory.
- Goal setting and action planning materials for exercise participants.
- Guidance for integrating the simulation exercise into the other components of the executive development program.
- An evaluation of the effectiveness of the senior executive workshop and written recommendations for improvements.
- All products and services delivered on schedule and within budget.

PDRI successfully utilized its standard project management process to perform this work. Specific challenges related to the current project included:

- Getting buy-in and support for the project from the senior leadership in the major components of the agency, each of whom had their own models and expectations for executive development.
- Ensuring exercise assessment and feedback sessions were conducted consistently and in a high quality fashion by assessors with varying levels of skill and experience.