

From: McMullen, Marrienne (ACF) **Sent:** Tuesday, April 29, 2014 7:03 AM **To:** Garcia, Robert (ACF); Higgins, Mary Ann (ACF); King-Dunbar, Janice (ACF); McCowan, Leon (ACF); Murray, James (ACF); Sullivan, Thomas (ACF); Thoma Groetken, Nancy (ACF); Thomas, Joyce (ACF); Wilcox, Kent (ACF); Williams, Carlis (ACF); Workie, Essey (ACF) **Cc:** Bradbard, Steve (FDA/CFSAN); Weaver, Juanita (ACF) **Subject:** Questions for you!

I'm very much looking forward to our in-person meeting in a few weeks. As I travelled to each region and met every staff person over the past year, I learned many good things about the way we do our business, and the critical role that RA's offices play in ACF. It's been my privilege to emphasize that role and that quality work with my colleagues here at central office.

I also believe that there is always room to be better – to improve how we work together and how well we accomplish our shared mission. At our May meeting I want to take time to dig deeper on each of our critical functions and spend time in quality discussions about the special initiatives that are highest on our agenda. And I want to do some real-time problem solving in conjunction with program directors.

We're working on the agenda now, but one clear priority area that we will dedicate time to is our role as leaders in this agency. To this end, I have asked Steve Bradbard from FDA, an experienced leadership trainer and management coach, to design a leadership development session appropriate for a very senior level group. He suggested a session where you are given an opportunity to answer some key questions about leadership issues in advance, and your responses would provide the basis for our session.

With James Murray's guidance, we settled on the five questions below, each of which are linked to critical RA competencies or IORA functions. Please take the time to answer them thoughtfully and candidly. To ensure confidentiality, **I ask that you send your answers to these questions to Steve at steve.bradbard@fda.hhs.gov by COB Tuesday May 6.** Steve will compile and analyze your responses and report key findings/trends without attribution when we meet in May, and lead us through a session to explore our answers together.

Here are the questions:

1. In the past five years, what has been the most successful cross-cutting initiative in your region and why do you consider it successful?
2. State Teams can help us accomplish our shared mission by:
3. When faced with a group that does not agree with my vision, my approach is to:

4. When faced with ambiguity (e.g. sudden changes, limited information) I will typically:
5. Central Office can provide support and contribute to my Region's success by:

Thank you so much for spending thoughtful time on your responses. I'm sure this discussion will start our time together off in productive and meaningful way. Talk soon.

MM

Marriane McMullen

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From: Sullivan, Thomas (ACF) **Sent:** Tuesday, April 29, 2014 12:02 PM **To:** McMullen, Marriane (ACF); Garcia, Robert (ACF); Higgins, Mary Ann (ACF); King-Dunbar, Janice (ACF); McCowan, Leon (ACF); Murray, James (ACF); Thoma Groetken, Nancy (ACF); Thomas, Joyce (ACF); Wilcox, Kent (ACF); Williams, Carlis (ACF); Workie, Essey (ACF) **Cc:** Weaver, Juanita (ACF) **Subject:** RE: **Questions for you!**

You state that Mr. Bradbard is, "an experienced leadership trainer and management coach". Would it be possible for you to provide some information on his experience? Thanks.

From: McMullen, Marriane (ACF) **Sent:** Wednesday, April 30, 2014 10:50 AM **To:** Sullivan, Thomas (ACF); Garcia, Robert (ACF); Higgins, Mary Ann (ACF); King-Dunbar, Janice (ACF); McCowan, Leon (ACF); Murray, James (ACF); Thoma Groetken, Nancy (ACF); Thomas, Joyce (ACF); Wilcox, Kent (ACF); Williams, Carlis (ACF); Workie, Essey (ACF) **Cc:** Weaver, Juanita (ACF) **Subject:** RE: Questions for you!

Steve came highly recommended by our training office. Here's a short bio: Steven Bradbard, Ph.D. is the Senior Advisor for Organizational Development at FDA/CFSAN. He reports to and advises the Center Director on matters related to leadership development, change management and continual organization improvement. He conducts 360-degree evaluations for all CFSAN managers;

meets with staff from Branches and Teams and reports important findings pertaining to productivity, efficiency, and morale, consults with managers throughout the organization on personnel matters, and facilitates Leadership Forums aimed at developing leadership skills at all levels in CFSAN.

From: Sullivan, Thomas (ACF) **Sent:** Wednesday, April 30, 2014 12:56 PM **To:** McMullen, Marianne (ACF); Garcia, Robert (ACF); Higgins, Mary Ann (ACF); King-Dunbar, Janice (ACF); McCowan, Leon (ACF); Murray, James (ACF); Thoma Groetken, Nancy (ACF); Thomas, Joyce (ACF); Wilcox, Kent (ACF); Williams, Carlis (ACF); Workie, Essey (ACF) **Cc:** Weaver, Juanita (ACF) **Subject:** RE: Questions for you!

Sounds like a great background. Has he written anything on leadership or management?

From: McMullen, Marianne (ACF) **Sent:** Wednesday, April 30, 2014 10:57 AM **To:** Sullivan, Thomas (ACF); Garcia, Robert (ACF); Higgins, Mary Ann (ACF); King-Dunbar, Janice (ACF); McCowan, Leon (ACF); Murray, James (ACF); Thoma Groetken, Nancy (ACF); Thomas, Joyce (ACF); Wilcox, Kent (ACF); Williams, Carlis (ACF); Workie, Essey (ACF) **Cc:** Weaver, Juanita (ACF) **Subject:** RE: Questions for you!

Not sure; feel free to Google.

From: Sullivan, Thomas (ACF)
Sent: Wednesday, April 30, 2014 02:40 PM
To: McMullen, Marianne (ACF); Garcia, Robert (ACF); Higgins, Mary Ann (ACF); King-Dunbar, Janice (ACF); McCowan, Leon (ACF); Murray, James (ACF); Thoma Groetken, Nancy (ACF); Thomas, Joyce (ACF); Wilcox, Kent (ACF); Williams, Carlis (ACF); Workie, Essey (ACF)
Cc: Weaver, Juanita (ACF)
Subject: RE: Questions for you!

The first item listed in my Google search is attached. Is this the same Steven Bradbard as you intend to rely on during the ORA session in a couple of weeks? I encourage you to read the **attached file** in its entirety.

Thank you for suggesting the Google search.

From: McMullen, Marriane (ACF)

Sent: Wednesday, April 30, 2014 05:55 PM

To: Sullivan, Thomas (ACF); Garcia, Robert (ACF); Higgins, Mary Ann (ACF); King-Dunbar, Janice (ACF); McCowan, Leon (ACF); Murray, James (ACF); Thoma Groetken, Nancy (ACF); Thomas, Joyce (ACF); Wilcox, Kent (ACF); Williams, Carlis (ACF); Workie, Essey (ACF)

Cc: Weaver, Juanita (ACF)

Subject: Re: Questions for you!

I've forwarded this to our training dept. If it's the same person, we'll find a new facilitator. For now, please continue to work with the questions and we'll determine how best to gather and compile the answers.
