

TIM A. FLANAGAN • JOHN S. LYBARGER

LEADING FORWARD

**SUCCESSFUL PUBLIC LEADERSHIP
AMIDST COMPLEXITY, CHAOS, AND CHANGE**

**WITH ONLINE
ASSESSMENT**

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CONTENTS

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PROLOGUE

It is critically important to us, as authors, that we present our findings and our suggestions in easily understandable ways. Many leadership development models are so complex that leaders aren't able to digest their guidance. To combat this trend, in this book we've provided dozens of real examples from agency leaders, a sprinkling of personal stories, analogies from movies and books, and illustrations of exemplary leadership from historic figures. We hope you find the reading not only educational, but engaging and thought provoking as well.

Our intent is to provide a thorough yet easy-to-grasp explanation of our model. Then, after reading the first five chapters, we provide you with a comprehensive tool kit that enables you to quickly assess your strengths and development opportunities and begin to build a plan for improvement.

This prologue is designed with the following old adage for speakers in mind: First, tell them what you're going to tell them; tell them; then, tell them what you told them. Over the next ten pages or so, we offer you a thorough, yet concise overview of the entire book. The main body of the book, Chapters One through Five, provides the "telling." Here we'll describe our premise in depth. Finally, in Chapter Six and beyond, we won't exactly "tell you what we told you," but instead offer you options for developing your future as a public service leader.

We've had the opportunity to work with hundreds of public agency leaders over many years. We hope the inspiration we've felt is adequately reflected in the pages that follow.

In Chapter One, *Introduction*, we review the foundation and basis of our work. We begin by presenting four themes that are impacting leadership development in federal agencies: (1) federal employees are experiencing assessment