

STATEMENT OF WORK (DRAFT)

October 21, 2013

1 BACKGROUND

Leading and Influencing Others at NASA (LION) is a mid-level leadership program at Kennedy Space Center (KSC). The program is sixteen months long and pushes participants out of their comfort zones to facilitate growth through hands-on experiences, activities, and training. The program will strive to develop and strengthen the following leadership competencies: communication; trust building; self-awareness; listening; adaptability; creativity/innovation; giving/receiving feedback; healthy conflict; teamwork; strategic planning; leading others; diversity with inclusion; leading and managing change; organizational strategy; organizational culture; knowledge management; cross-cultural leadership; and, discipline competency. LION participants will consist of eight to ten mid-level leaders at KSC who were selected through a competitive process.

2 OBJECTIVE

The contractor shall provide a two and a half day leadership training course for KSC's mid-level leaders at Ground Zero in New York City, New York. The objective is two-fold. The first part is to gain an understanding of the leadership exhibited surrounding the 9/11 crisis with an application to NASA. The second part is to apply the leadership lessons of 9/11 through an introspective lens, focusing on values, personal leadership style, and self-awareness.

3 SCOPE OF WORK

The contractor shall provide all resources to plan, deliver and administer a training course to gain from the leadership demonstrated during the 9/11 crisis. The contractor shall supply all necessary labor and resources to instruct the course, as well as instructor travel, materials, assessments, feedback reports, and any other necessary items to complete the task.

The instructor shall provide two full days and one half day of leadership analysis of the 9/11 crisis management through examination of the actions of those in leadership positions; those who rose to become influence leaders; and, the ways in which New York City was or was not equipped to handle this event. The instructor shall provide an interactive experience by incorporating discussions with speakers, site visits, and engaging activities focused on the value of understanding leadership in times of crisis and the need for leaders to be adaptable, flexible, and capable of making critical decisions in a moment's notice. Studying the values of 9/11 leaders and the lessons that can be derived from their actions is an important tool for evaluating current NASA challenges as the culture experiences dramatic change and transition.

Research shows that introspection is one of the most effective means of developing leaders. The instructor shall facilitate an introspective analysis of values and self-awareness through activities

allowing the participants to concentrate on their own personal values, skills, and leadership styles. The instructor shall enhance participants' leadership aptitude and help develop forward steps to refine their personal action plans as a result of leadership competencies highlighted during site visits, speaker discussions, and activities.

4 DELIVERABLES

The contractor shall provide the following items:

- (1) Course agenda with detailed timeline, including but not limited to:
 - Site visits to Ground Zero and surrounding landmarks
 - At least two round table discussions with 9/11 leaders
 - Daily breakout sessions with NASA management (Note: NASA management will be coordinated by LION Program Manager)
 - Session linking leadership competencies to 9/11 influence leaders
 - Sessions facilitating introspection and action plan refinement
 - Debrief session on final day
 - Information on unique and innovative activities and contacts
- (2) Participant materials and notebooks
- (3) Instructor materials
- (4) Evaluation/instrument to be administered at the end of the training course