

THE SPY MUSEUM

This session capitalizes upon the public fascination with spies and spying to use the history of espionage as a window into the leadership competencies of **Business Acumen** and **Results Driven** – two fundamental competencies that spies and spy agencies have had to master in order to be successful.

This session begins with a seminar component before going mobile to tour the **International Spy Museum** in downtown D.C. After concluding our tour we return to the seminar room where participants reflect upon what they have seen during the tour, what insights into Results Driven and Business Acumen they have, and what steps they might take in the next week and month to begin integrating some of those ideas at their agency.

We begin with a story from World War I on the different types of information used at the front as a way of encouraging participants to consider their own “intelligence gathering” operations, and what sources they might be over or under using on a daily basis. We then jointly consider the role of **human capital management** and **technology management** in espionage as a way to consider issues of **performance, training, and innovation** in our daily work. We will also explore the partnerships and rivalries between the seventeen American intelligence agencies and their foreign counterparts, asking participants to identify successful strategies they can implement, and pitfalls to avoid when seeking partners.

In terms of **Results Driven**, both our classroom session and the tour of the International Spy Museum help us think about **problem solving** and **entrepreneurial** solutions to the large problems we face. From undetectable wooden submarines to lithium batteries to listening devices disguised as butterfly’s to the state-of-the-art helicopter shot down in Abbottabad during the Osama bin Laden, few have been more innovative and forward thinking than the espionage agencies.

