

Executive Briefing Series Supporting High Performance Government: Leading Large Scale Change

*“Building What It Takes To Manage Large Scale Change: Leadership Development in City Government”
February 26, 2008*

Biographies

Michael J. Farrell

Deputy Commissioner, Strategic Initiatives, New York Police Department

Michael J. Farrell was appointed Deputy Commissioner for Strategic Initiatives on January 7, 2002. In this position he directs the activities of the Office of Management Analysis and Planning and the Quality Assurance Division. He was first appointed to the New York City Police Department in 1985 as the Director of Special Projects. He served in that capacity until August 1990, when he was promoted to Assistant Commissioner, Office of the First Deputy Commissioner. In February 1993, Mr. Farrell was appointed to the position of Deputy Commissioner, Policy Development. From January 1994 until May 1999, Commissioner Farrell served as the Deputy Commissioner, Policy and Planning.

During the period of June 1999 to January 2002, Commissioner Farrell served as the Deputy Director of Criminal Justice for New York State. In that capacity, he provided oversight and coordination for the State's criminal justice agencies. Prior to his tenure with the New York City Police Department, Deputy Commissioner Farrell served on the Director's staff at the National Institute of Justice (NIJ), the research branch of the United States Department of Justice.

Deputy Commissioner Farrell holds a Bachelor of Arts degree, as well as a Masters in Public Administration degree from New York University. He has also completed Harvard University's Program for Senior Executives in State and Local Government, and was a member of the Executive Session on Public Sector Performance Management at Harvard University. Deputy Commissioner Farrell currently serves as a member of the National Academy of Sciences Standing Committee on Social Science Evidence for Use.

Martha K. Hirst

Commissioner, Department of Citywide Administrative Services

Martha Hirst was appointed Commissioner of the Department of Citywide Administrative Services (DCAS) by Mayor Bloomberg on January 1, 2002. She is the first woman ever to head the City's chief administrative agency. With

nearly 1800 diverse and talented professionals and a budget of approximately \$700 million, DCAS is responsible for procurement, facilities management, real estate, and Citywide energy conservation, EEO, occupational safety and health, and overall personnel services. DCAS offers training and professional development, manages the Urban Fellows Program, Management Academy and Leadership Institute and last year offered training and professional development to over 14,000 city employees.

A twenty-five year veteran of New York City government, Ms. Hirst assumed her post at DCAS after seven years as Deputy Commissioner for Solid Waste Management and Planning at the Department of Sanitation and after working in intergovernmental relations at City Hall for many years. As Director of City Legislative Affairs, she served as the chief lobbyist at the City Council for Mayors Koch, Dinkins, and Giuliani before moving over to the Sanitation Department in 1995. Ms. Hirst holds a B.A. from NYU and Masters in Urban Planning from the Wagner School. She and her family reside in Brooklyn.

Joel I. Klein
Chancellor, Department of Education

Joel I. Klein became New York City schools chancellor in July 2002 after serving in the highest levels of government and business. As Chancellor, he oversees more than 1,450 schools with over 1.1 million students, 136,000 employees, and a \$15-billion operating budget. Mr. Klein's comprehensive reform program, Children First, is transforming the troubled public school system that existed when the Mayor was elected into a system of great schools. Highlights of the first four years of the Children First education reforms include: the end of social promotion in third, fifth, and seventh grades; creation of a wide array of academic supports for struggling students, including an intensive Summer Success Academy; establishment of new supports for parents, including parent coordinators in every school and a Translation and Interpretation Unit; the launch of the Impact Schools initiative to improve school safety; and the expansion of small schools and charter schools to provide additional high-quality educational options for students.

Before Mr. Klein became Chancellor, he was chairman and chief executive officer of Bertelsmann, Inc., and chief U.S. liaison officer to Bertelsmann AG from January 2001 to July 2002. From 1997 to 2001, Mr. Klein was assistant attorney general in charge of the U.S. Department of Justice's antitrust division. He also served as Acting Assistant Attorney General and as the antitrust division's principal Deputy Assistant Attorney General. His appointment to the U.S. Justice Department came after Klein served two years (1993-95) as deputy counsel to President William J. Clinton.

Active in community service work, Mr. Klein has participated in Big Brothers, served as chairman of the board of the Green Door, a pioneer community-based treatment program for mentally ill residents of the District of Columbia, and as treasurer of the World Federation for Mental Health. He was a member of a U.S. Department of State delegation in 1991 to examine issues of psychiatric abuse in the Soviet Union. He has also served on several boards of non-profit organizations such as the National Symphony Orchestra Association.

Mr. Klein has had a long-standing interest in educational issues. During a leave of absence from law school in 1969, he studied at New York University's School of Education and later taught math to sixth-graders at a public school in Queens. Mr. Klein has served as a visiting and adjunct professor at the Georgetown University Law Center and has published several articles in both scholarly and popular journals.

Mr. Klein was born in New York City on October 25, 1946. He then received his BA from Columbia University where he graduated magna cum laude/Phi Beta Kappa in 1967. Klein earned his J.D. from Harvard Law School in 1971, again graduating magna cum laude. He is married to Nicole Seligman.

Edward Skyler
Deputy Mayor for Operations, Office of the Mayor

Edward Skyler is the Deputy Mayor for Operations. In this capacity, Skyler assists the Mayor in managing the Police Department, Fire Department, Office of Emergency Management, Office of Management and Budget, Office of Labor Relations and the Law Department. In addition, Skyler directly oversees the Department of Sanitation, Department of Citywide Administrative Services, Office of Contract Services, the Criminal Justice Coordinator, Office of Midtown Enforcement, Business Integrity Commission, Pensions, Public Finance and Communications.

Prior to his appointment as Deputy Mayor, Skyler served as the Mayor's Communications Director and Press Secretary and has worked in the Bloomberg Administration since its inception in January, 2002. Previously, Skyler worked at the New York City Department of Parks & Recreation from 1995 to 1999, where he served as Deputy Chief of Staff and as the Public Information Director. He then was appointed as Deputy Press Secretary to Mayor Rudolph W. Giuliani. In 2000, he left the Mayor's Office to work in the Corporate Communications group of Bloomberg LP and, in 2001, he joined Bloomberg for Mayor as the campaign's Press Secretary. Skyler served in that position through the transition during which time he was appointed Press Secretary to the incoming Mayor. Skyler, a member of the New York State Bar, is a graduate of the University of Pennsylvania and the Fordham University School of Law.

Dr. Robert J. Thomas
Executive Director, Institute for High Performance Business, Accenture

Robert J. Thomas is Executive Director of the Accenture Institute for High Performance Business based in Boston, Massachusetts and the John R. Galvin Professor of Leadership at the Fletcher School of International Affairs at Tufts University. He writes, teaches and consults about leadership and transformational change. In 2002, he co-authored with Warren Bennis a book, entitled *Geeks and Geezers: How Era, Values, and Defining Moments Shape Leader* that explores the motivations and aspirations of leaders under the age of 35 and over the age of 70. Translated into 11 languages, the book was recently reissued with a new introduction as *Leading for Lifetime*. His newest book, *Crucibles of Leadership: How to Learn from Experience to Be a Great Leader*, will be in print in March 2008. *Crucibles* has been hailed by Harvard's Rosabeth Kanter as "a guide for aspiring leaders in all walks of life" and by Wharton's Mike Useem as "an organizational playbook for transforming managers into leaders."

Bob has also published articles on leadership and change in the *Harvard Business Review*, *Harvard Management Update*, the *Wall Street Journal* and *Fortune* magazine. He is the co-author with Peter Cheese and Elizabeth Craig of *The Talent Powered Organization*, one of the first systematic efforts to chart a strategy for talent management in the global enterprise. He is also co-author with Rob Cross of the first management book that applies network theory to leadership and organizational performance, *Leading in a Connected World*, due out in the fall of 2008 (contract pending with a major trade press). His first major book, *What Machines Can't Do: Politics and Technology in the Industrial Enterprise*, won the 1994 C. Wright Mills Award of the Society for the Study of Social Problems. Bob has been a featured speaker at dozens of corporate and NGO events, including those sponsored by the Harvard Business Review, MIT-Sloan School, Conference Board, Society for Human Resource Management, PBS, McGraw-Hill corporate learning, the Young Presidents Organization and NASA. An Eagle Scout whose upbringing in Central California left him with a lifelong passion for fast cars and fresh vegetables, he lives in Brookline, Massachusetts, with his wife Rosanna, chair of the Women's Studies Department at Wellesley College, and their daughter, Alyssa.

Robert W. Walsh
Commissioner, Department of Small Business Services

Robert W. Walsh was appointed Commissioner of the New York City Department of Small Business Services (SBS) by Mayor Bloomberg in January 2002. During his tenure, he has reshaped the Agency to directly focus on and

respond to the needs of the City's 200,000 small businesses—the first time that a City agency has been completely dedicated to this goal.

In doing so, SBS has invigorated the City's 55 business improvement districts—the largest network of BIDs in the country—which deliver nearly \$80 million dollars in supplemental services for the direct benefit of more than 64,000 businesses. He has also enhanced the delivery of technical assistance and incentives to NYC's small businesses through NYC Business Solutions; energized the City's promotion and support of minority- and women-owned businesses; and reconfigured the City's workforce development initiatives, which the Mayor merged with SBS in July 2003.

Prior to his appointment, Walsh spent five years in North Carolina as President of Charlotte Center City Partners, an organization dedicated to improving and growing Charlotte's central business district. From 1989 to April 1997, he led the Union Square Partnership, where he played a key role in the neighborhood's revitalization. During the 1980's, he worked in the administration of Mayor Edward I. Koch. He began his career in public service as a New York City Urban Fellow, a program he later directed. Commissioner Walsh holds a bachelor's degree and a master's degree from Fordham University.