INSTITUTE FOR HOMELAND SECURITY

IHS Executive Team Leadership Philosophy - A Shared Commitment

As the IHS Executive Team, we lead collectively to advance the organization's mission and vision to create the conditions for people to succeed. We bring different strengths, perspectives, and leadership styles to our work. We value differences while holding ourselves to a common standard. We commit to providing clear directions, communicating candidly, treating people fairly, and celebrating IHS achievements. The following reflect our shared IHS Leadership principles.

1. Set a clear direction and define success - The IHS Strategic Plan guides our priorities and decisions. We connect individual and team responsibilities to meet the organization's mission. We set performance goals, so the team understands expectations and makes sound decisions.

2. Empower people and uphold accountability - We provide direction, resources, and support, removing obstacles where we can. We delegate responsibility and give people appropriate authority to act. We honor commitments and meet professional standards. We assess outcomes based on complete work not activity alone. We expect initiatives, meetings, research, and partnerships to have a clear connection to goals and objectives.

3. Build trust through relationships and fairness - Leadership succeeds through relationships. We hear different perspectives and adapt our approach to the needs of the situation. Fairness means applying standards consistently. We lead with empathy without lowering expectations.

4. Communicate openly, honestly, and consistently - We communicate clear expectations, decisions, and progress. We invite dialogue and respond to questions as part of the decision-making process. We explain how decisions are made and what remains unresolved. We address concerns early. We use humor and warmth to build connections and support constructive, working relationships.

5. Make sound decisions and maintain perspective - We consider how decisions affect the team, institutional priorities, and the broader mission. In challenging or uncertain circumstances, we are composed, focus on what we can influence, and provide clear direction.

6. Develop people and future leaders – Professional development is a core leadership responsibility. Through coaching and mentoring, we help colleagues strengthen their skill

set and prepare for more complex work. We pair high expectations with constructive feedback, patience, and room to learn.

7. Learn, improve, and focus on meaningful results - We stay attentive to what is working and what should change. We welcome constructive challenges and lessons from experience.

8. Lead with integrity and shared responsibility - We honor commitments, uphold professional standards, and act with honesty and fairness. As an executive team, we hold ourselves accountable to the principles we ask others to follow. Integrity means doing what is right; accountability means owning the consequences and following through.