



**Dr. David Bray**  
CIO, Federal Communications  
Commission

Welcome to the U.S. Federal Special Interest Group!  
...The FEDSIG.

This AIIM Special Interest Group is tied together by the members' interest in effectively harnessing and managing Federal **information** to get the work of government done better.

Many of us are thinking about ways to streamline the ways the government captures, reuses, and manages its information, data, and records to improve decision-making, citizen services, compliance, transparency, and accountability.

The actual environments many of us work in makes achieving all these goals very hard, but technology and good design thinking *\*could\** make it much easier. (The SIG welcomes members from the worlds of information governance, FOIA, law/eDiscovery, IT, data, records and archives, and we're particularly interested in holistic thinking about all these things together.)

First things first:

We're using the "Chatham House rule" which states, "When a meeting, or part thereof, is held under the Chatham House Rule, participants are free to use the information received, but neither the identity nor the affiliation of the speaker(s), nor that of any other participant, may be revealed."

...This is intended as a non-attribution professional discussion amongst colleagues to raise issues and share insights, please do not quote anything said here out of context or with direct attribution to the speaker.

## Speaker biography:

Dr. David A. Bray began work in public service at age 15 at a government electron beam accelerator facility, later serving in the private sector before returning as IT Chief for the CDC's Bioterrorism Preparedness and Response Program during 9/11, SARS, monkeypox, and other outbreaks. He volunteered to deploy to Afghanistan to “think differently” on military and humanitarian issues in 2009. In 2013, he served as the Executive Director for the bipartisan National Commission for the Review of the Research and Development Programs of the U.S. Intelligence Community. He holds a PhD from Emory University's business school and completed two post-docs at MIT and Harvard. He has received both the Arthur S. Flemming Award and Roger W. Jones Award for Executive Leadership in addition to the National Intelligence Exceptional Achievement Medal.

Dr. Bray currently is a Senior Executive and CIO for the Federal Communications Commission and through the efforts of a team of positive “change agents” he led the transformation of the FCC's legacy IT to award-winning tech in less than two years. This included rolling-out new cloud-based IT that achieved results in 1/2 the time at 1/6 the cost. He was selected to be an Eisenhower Fellow to Taiwan and Australia and the recipient of the Armed Forces Communications and Electronic Association's Outstanding Achievement Award for Civilian Government in 2015. He serves as a member of the Council on Foreign Relations, as a Visiting Associate at the University of Oxford, and as a Visiting Executive at Harvard University.

**Leadership is passion to improve our world.**

1. The nature of leadership

2. The nature of creative perseverance under pressure

3. How one can be constructive in building a coalition with forethought

# servanthood Leadership

1. **Leadership** = stepping outside of expectations  
Vs. Management = maintaining expectations

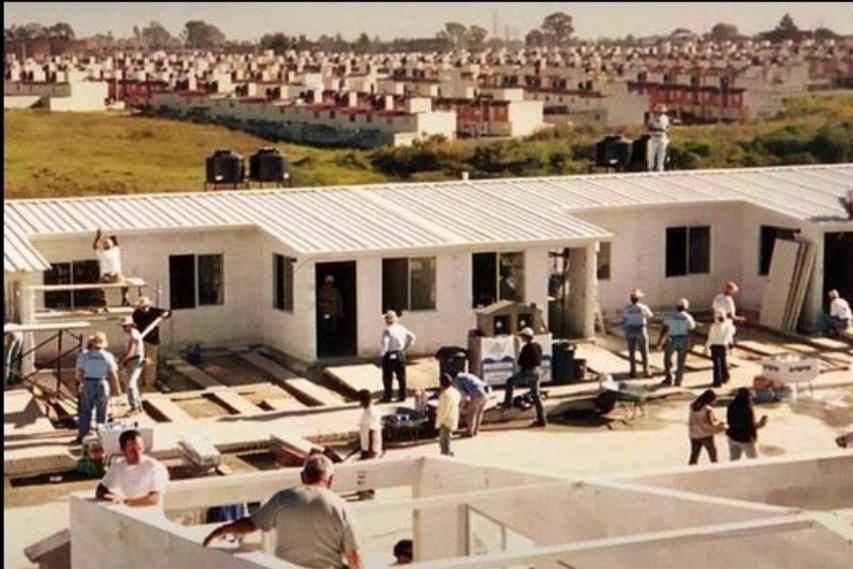


2. Root meaning of leadership = “to send unto death”  
**Those who lead the way will incur flak**

3. Must balance leading and management together  
Know when flak is acceptable + strategies to resolve

ask **“how can I help?”** vs. **“follow me”**

# focused passion



4. Drive & dedication at work  
Vs. just clocking in & out

5. Find joy in what you do  
Enthusiasm will spread

6. Encourage personal life too  
Outside activities that renew

**creative perseverance** under pressure



our shared future

improve our world

7. Constructive change requires **forethought** + **building a coalition**

Why now do we seek this improvement?

8. Who will we involve in the change?

Are effects equitably distributed vs. one-sided?

9. How will we get there & any obstacles?

What will be signs of progress vs. concern?

**seek multiple benefits to multiple parties**

Leadership is **passion**  
to improve our world



**comments + questions?**  
**contact: feedback@[dbray.org](http://dbray.org)**

Track "drop back" by vaisnava - <http://audiojungle.net/item/drop-back/21085>

Full presentation: <https://www.youtube.com/watch?v=fh1SZ86dx2E>