



# INDIAN COUNTRY SNAPSHOT: Cook Inlet Tribal Council

Operating one of the longest-running and most dynamic 477 programs in the country, CITC provides “whole family wraparound services”<sup>1</sup> – including education, training, career development, job placement, and a growing array of related support services – to roughly 4,000 Native people annually so they can achieve “their personal and professional potential.”<sup>2</sup> Intent on sustaining its organizational capacity to ably serve its growing service population well into the future, in 2020 CITC launched its Generative Leadership (GL) approach, designed “to create transformative growth opportunities for Our People while ensuring that CITC remains a leading employer.”<sup>3</sup> Advancing CITC’s strategic objectives of Recruitment, Development, and Retention, GL systematically enacts the organization’s commitment to succession planning by identifying and training up the next wave of capable executives and senior administrators through a “peer-to-peer and multi-generational” learning approach.<sup>4</sup> Under GL, CITC’s existing “high-level” leaders (executive leadership, senior directors, and directors) are required to identify employees “with high potential who have the ability, motivation, aspiration, and engagement” to develop and advance into high-level positions within the organization.<sup>5</sup> Each identified employee then completes – with close guidance from the high-level leader who supervises them – a “Leadership Development Plan Form” where they list the particular competencies (such as strategic and systems thinking, problem-solving and decisiveness, and emotionally intelligent leadership) they will develop to qualify for and thrive in the specific high-level positions they seek to eventually inhabit, the steps they will take to develop them, the resources they will need, and how they will measure progress.<sup>6</sup> Once the employees launch their GL plans, their supervising high-level leaders regularly engage them to evaluate their progress, help them work through challenges, and ensure their ultimate success.<sup>7</sup> Demonstrating the GL model’s early returns, the current senior directors of CITC’s Legal and Human Resources Departments and directors of its Clare Swan Early Learning Center, President’s Office, and Education Assistance Department all advanced from their previous manager positions to their present roles through the GL process.<sup>8</sup>

**CONNECT:** Holly Morales, Deputy Operating Officer, Cook Inlet Tribal Council, [HMORALES@citci.org](mailto:HMORALES@citci.org)

## **RELATED RESOURCES**

[Cook Inlet Tribal Council Employment & Training Services](#)

[Cook Inlet Tribal Council: Community Impact Report 2023](#)

[CITC Generative Leadership Succession Planning 2.0](#)

[CITC Generative Leadership Model](#)

[CITC’s Generative Leadership Competencies – September 2023](#)

[CITC Summary of Requirements & Competencies for Level III/Lead, Supervisor, Manager, Sr. Manager](#)

[CITC Leadership Development Plan Form](#)

[CITC: Thriveability 2025: A five-year strategic plan](#)

[Cook Inlet Tribal Council: In a pandemic-hit economy, job seekers benefit from having someone on their side](#)

[Gloria O’Neill: Workforce Development: Cook Inlet Tribal Council \(video\)](#)

[HPOG Success Story: Uriah at Cook Inlet Tribal Council \(video\)](#)



---

<sup>1</sup> Cook Inlet Tribal Council (CITC), “In a pandemic-hit economy, job seekers benefit from having someone on their side,” *Anchorage Daily News*, May 14, 2021 (<https://www.adn.com/sponsored-content/2021/05/14/in-a-pandemic-hit-economy-job-seekers-benefit-from-having-someone-on-their-side/>, accessed August 20, 2024).

<sup>2</sup> Ibid; CITC, *Community Impact Report 2023*, April 2024, p. 15 ([https://citci.org/wp-content/uploads/2024/04/2023-Impact-Report\\_web.pdf](https://citci.org/wp-content/uploads/2024/04/2023-Impact-Report_web.pdf), accessed April 17, 2024). According to CITC Deputy Operating Officer Holly Morales, CITC has long taken this approach “because all of the factors that impact a family – housing, education, child care, employment – are so interconnected” (CITC, *Anchorage Daily News*, May 14, 2021). At the core of CITC’s approach is its single intake form and process, which supports a “no wrong door” ease of service for individuals through which they are connected to the particular “culturally informed, personalized, and responsive” services that CITC provides. For 2023, CITC reported that individuals who had used its training services reported an average wage gain of \$12.88 per hour (CITC, *Community Impact Report 2023*, April 2024, p. 15).

<sup>3</sup> Ibid., p. 3.

<sup>4</sup> Holly Morales, Correspondence with NCAI, August 15, 2024; CITC, *CITC Generative Leadership Model (Updated)*, 2022.

<sup>5</sup> CITC, *CITC Generative Leadership Succession Planning 2.0*, 2023, p. 1. CITC’s executive leadership, senior directors, and directors are also required to identify one “step-up” leader at each level of each program they oversee (Ibid.).

<sup>6</sup> CITC, *CITC Leadership Development Plan Form (Updated)*, 2024, p. 1.

<sup>7</sup> GLC September 2023. These GL-based tasks required of CITC’s executive leadership, senior directors, are tied to their annual performance reviews (Holly Morales, Correspondence with NCAI, August 15, 2024). For an example of the specific competencies and requirements needed for a high-level position covered by CITC’s GL approach, see CITC, *Summary of Requirements & Competencies for Level III/Lead, Supervisor, Manager, Sr. Manager (Updated)*, 2022. Employees who develop and implement GL plans are enrolled in an internal or external leadership development program (CITC, *CITC Generative Leadership Succession Planning 2.0*, 2023, p. 1). In addition to developing and retaining high-potential employees through GL, CITC uplifts GL’s career advancement opportunities in its interview process with prospective employees as a way to incentivize new high-level talent to join the organization (Holly Morales, Correspondence with NCAI, August 15, 2024).

<sup>8</sup> Ibid.