Organizational Leadership and Management Dynamics for Technical Execution in Acquisition Programs

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Overview

- Definitions
  - Leadership/Management/Technical (dis)Harmony
  - Precedented/Unprecedented systems
- Examples
- Methods
  - Leadership evaluation
  - Mapping leadership styles to preceded and unprecedented systems
  - Mitigating style mismatches for individuals
  - Examples of mappings and mitigation
Definition: Leadership/Management/Technical (Dis)Harmony

Leadership Style
- Col. R. Smith
  Leader of Bradley Program
- M. Robertson
  Head of MP3.com
- Steve Jobs
  Apple
- BGen. Billy Mitchel
  Father of US Air Power

Management Structure
- SOA
- Bradley AFV
- DoDAF
- Hierarchical verses flat
- Technical Execution
- The DoD Acquisition Environment
- Education and Training (Defense Acq Univ)
Definition: Leadership Styles

- **Transactional occurs when**
  - “Leader rewards or disciplines the follower depending on the adequacy of the follower’s performance”
  - Contingent reinforcement, either the positive of contingent-reward or more negative of active or passive forms of management by exception”

- **Transformational is seen when**
  - “They motivate others to do more than they originally intended and often more than they thought possible”
  - Stimulate interest among colleagues and followers to view their work from new perspectives
  - Generate awareness of the mission or vision of the team or organization
  - Develop colleagues and followers to higher level of ability and potential
  - Motivate colleagues and followers to look beyond their own interests toward those that will benefit the group”

Definition: Stresses the Move to Disharmony

- Budget mandates
- New technology maturations
- Independent reviews
- Performance of peer leaders/managers
- New requirements and requirement combinations that make a system unprecedented
Definition: Precedented and Unprecedented Systems

- **Precedented System**
  - Technically similar to one that has been built before
  - Schedule and budget constraints (and hence productivity) are similar to previous efforts

- **Unprecedented System**
  - Technically dissimilar to previous systems
  - Even if technically similar, faster schedules or lower budgets than previous efforts may require sufficient innovation in the delivery/productivity to make the development of the system unprecedented

Example: *Precedented System with Transactional Leadership*

- Demonstrates traction and harmony from leaders and management since they know what to direct the technical folks to do and have reasonable expectations of success of assigned tasks; conversely, technical folks know what management/leadership wants (the *precedented system* using *precedented* methods)

- Example - Armor kits for the HMMVs in Iraq and Afghanistan
Example: Unprecedented System with Transactional Leadership

- **MP3.COM**
  - Michael Robertson, CEO
  - MP3 Technology/Internet Based
  - Artist and Customer friendly
  - 2000, Universal Music Group - $250 (T)
  - Forced Sales

- Demonstrates stresses that couldn't be handled *transactionally* that eventually led to loss of the company
Example: Unprecedented System with Transformational Leadership

- PMA-271 – E-6B TACAMO Program - combination ABNCP and Longwire VLF antenna onto single Boeing 707-320
  - Two systems never before combined
  - Combined services (Navy and USAF programs) to consolidate C&C of strategic assets across two services
  - Various challenges – Technical & Management
- PM demonstrated the 4I's of Transformational Leadership:
  - Idealize Influence,
  - Inspirational Motivation,
  - Intellectual Stimulation, and
  - Individualized Consideration
A Way Ahead?

Once you understand the system impact, how can you modify your leadership to improve chances of success?
Methods: Leadership Evaluation Mechanisms

- **Multi-Factor Leadership Questionnaire® (MLQ®)**
  - Heritage: research in 1978 by Burns extended in 1985 Bass
  - What is measured: 7 component model of leadership
  - How it is measured: 45 questions, 360-degree preferred, reported out across the 7 leadership behaviors

- **Full Range of Leadership® (FRL®)**
  - Heritage: 1999 Bass/Avolio extended MLQ® to give leaders direction to improve their preferences
  - What is measured: 7 leadership behaviors
  - How is measure used: Augmented MLQ® report provides input to increase specific leadership capabilities

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The Model of the Full Range of Leadership ©

The four I’s:
- Idealized Influence (Charisma)
- Inspirational Motivation
- Intellectual Stimulation
- Individualized Consideration

Contingent Reward
Management-by-Exception - Active
Management-by-Exception - Passive
Laissez-Faire Leadership


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## Comparing the Two Points-of-View

### Strength Comparisons

<table>
<thead>
<tr>
<th>Transactional</th>
<th>Transformational</th>
</tr>
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<tbody>
<tr>
<td>Maintains subordinate levels &amp; grows individual experience</td>
<td>Builds subordinate capabilities &amp; potential through experiences</td>
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<tr>
<td>Focuses on “wait for direction” work ethic</td>
<td>Builds understanding, morale, &amp; trust</td>
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<td>Encourages linear actions focusing on extending planned schedules</td>
<td>Encourages multi-linear capability focusing on maintaining or reducing schedules</td>
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<tr>
<td>Fosters point-to-point solutions</td>
<td>Fundamentally net-centric aware</td>
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<tr>
<td>Limits perception of value to overall mission success and effectiveness</td>
<td>Enables perception of value to overall mission success and effectiveness</td>
</tr>
<tr>
<td>Provides individual with narrow experience profile</td>
<td>Provides capacity for transfer of knowledge</td>
</tr>
<tr>
<td>Does not encourage trust</td>
<td>Requires trust</td>
</tr>
<tr>
<td>Does not require much training to maintain competency</td>
<td>Requires appropriate training</td>
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### System Challenges

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Method: Individual Development Plans for Leaders/Managers

- Setting goals
  - Approach should be based on system type and FLR results, style, current environment, personal preferences, and career planning
  - With 360 feedback, you know if you are being successful with your leadership efforts
  - What you desire in the future environment becomes the goal

Points-to-Ponder

- This presentation addresses a current examination of the interplay between leadership and effectiveness/success.
- Conclusion is that failure to adapt leadership to the circumstances of your project or organization can lead to unexecutable programs.
Additional Sources - 1


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