



vision

Organizational Leadership and Management Dynamics for Technical Execution in Acquisition Programs

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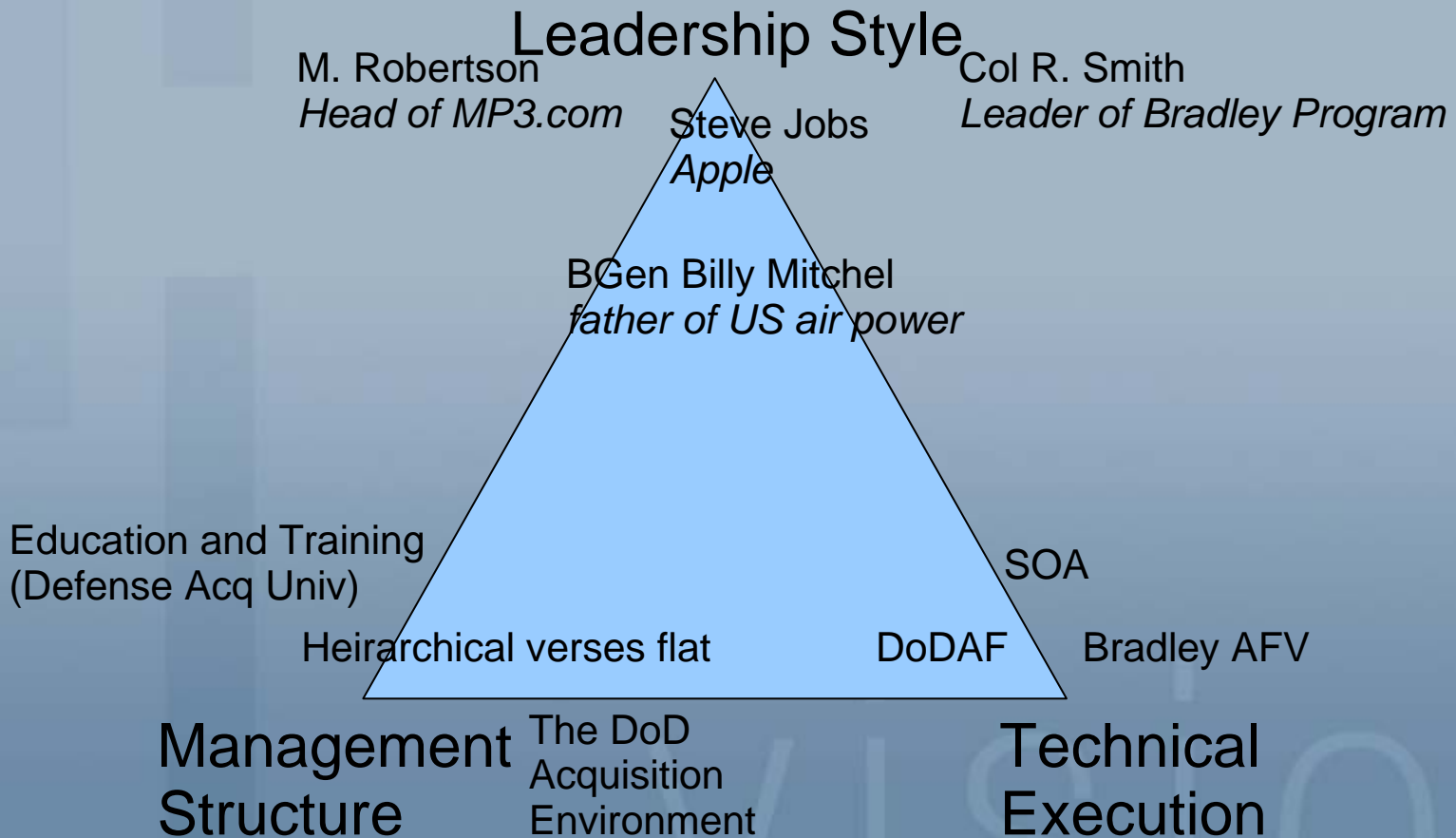


Overview

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



Definition: Leadership/Management/ Technical (Dis)Harmony






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 or contingent-reward or more negative or 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”

- Bass, B. M., Avolio, B. J., Jung, D. I., & Berson, Y. (2003). Predicting unit performance by assessing transformational and transactional leadership. *Journal of Applied Psychology, 88*(2), 207-218. (Reprinted with the permission of Mind Garden, Inc.)



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

- Sisti, F. J. & Latimer, D. T. (2007). Linking leadership and technical execution in unprecedented systems-of-systems acquisitions. *Journal of Integrated Design and Process Science*, (In Press).




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

-Avolio, B. J. & Bass, B. M. (2006). *Multifactor leadership questionnaire* (3rd.). Menlo Park, CA: Mind Garden, Inc. (Reprinted with the permission of Mind Garden, Inc.)



The Model of the Full Range of Leadership[©]

The four I's:

Idealized Influence (Charisma)

Inspirational Motivation

Intellectual Stimulation

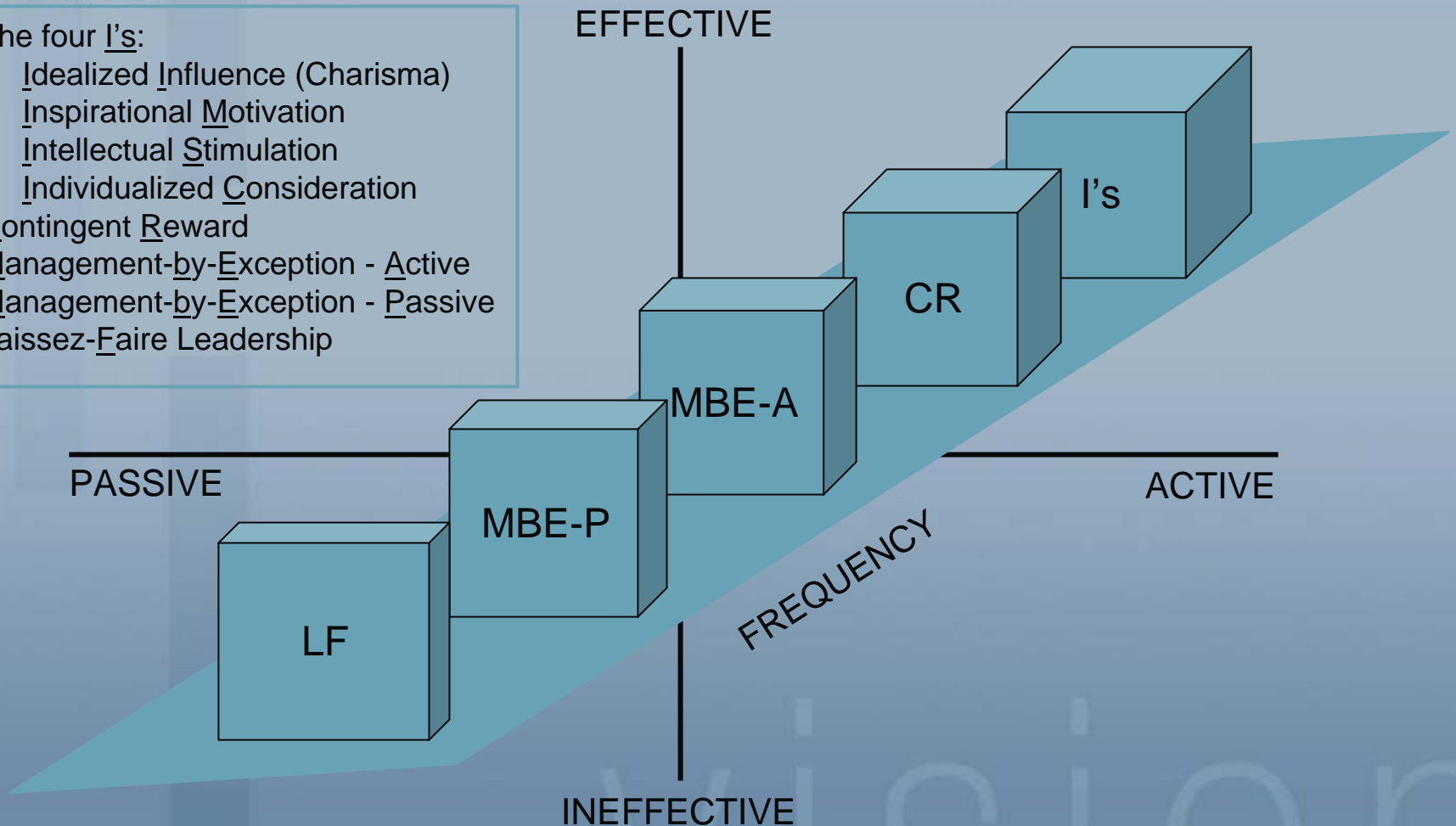
Individualized Consideration

Contingent Reward

Management-by-Exception - Active

Management-by-Exception - Passive

Laissez-Faire Leadership



Bass, B. M., & Riggio, R. E. (2006). *Transformational leadership: Second edition* (Rev. ed.). Mahwah, NJ: Lawrence Erlbaum Associates.
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Comparing the Two Points-of-View

Strength Comparisons

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

System Challenges

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



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

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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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