Facilitating the Transition from Senior Manager to Executive Leader

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Defense Systems Management College at DAU

October 24, 2016
• “I don’t believe that the standards for [DAWIA Levels I, II and III] as currently defined or implemented are adequate for the key leader acquisition positions that carry our highest levels of responsibility.”
  
  Frank Kendall, USD(AT&L), testimony before the SASC
  April 30, 2014

• “Today the Department is not doing enough to ensure that technically qualified leaders are available and entrusted with managing our development programs.”

  Frank Kendall, Better Buying Power 3.0
  September 19, 2014

• “BBP 3.0 specifically focuses on strengthening our technical expertise and it emphasizes the particular importance of qualified technical leadership for development programs.”

  Frank Kendall, USD(AT&L), testimony before the HASC
  January 28, 2015
Accelerating the Development of Senior Technical Leaders
17th NDIA SE Conference – October 2014

• **SERC RT-4 Research Hypothesis** – The technical leadership capabilities of high potential, senior DoD systems engineers and technologists can be accelerated through an educational program in technical leadership.

• **Accomplishments:**
  - Developed and tested >100 lectures, case studies, exercises and group project segments, and used them to design three 5-day courses organized as Systems, Business and Enterprise Lenses
  - Conducted nine pilots yielding more than 5200 student-contact-hours with acquisition professionals from the Army, Navy, Air Force, Marine Corps, and the Missile Defense Agency and DAU

• **Conclusion:**
  - All three courses received strong endorsements from the acquisition community participants and were judged as suitable for transition to DAU/DSMC
The 2nd and 3rd courses were to be integrated into the MDA/DAU KLDP under SERC RT-140.

### Key Leadership Development Program

<table>
<thead>
<tr>
<th>Segment 1</th>
<th>Segment 2</th>
<th>Segment 3</th>
<th>Segment 4</th>
<th>Segment 5</th>
<th>Segment 6</th>
<th>Segment 7</th>
</tr>
</thead>
<tbody>
<tr>
<td>Workshop (5 Weeks)</td>
<td>3 Months</td>
<td>Workshop (6 Days)</td>
<td>3 Months</td>
<td>Workshop (2 Weeks)</td>
<td>3 Months</td>
<td>Workshop/Capstone Exercise (2 Weeks)</td>
</tr>
</tbody>
</table>

#### Started: Jul 2015
- **Laying the Foundation**
  - Business Acumen and Short Courses

#### Completed: Jun 2016
- **Managing the Project**
  - Individually Led Project Team Actions

- **Capstone Exercise and “Shark Tank”**

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Ref: Presentation to the Defense Acquisition Workforce Management Group (WMG) by Mr. Gary Pennett, Director, MDA Agency Operations, 14 June 2016
Leadership and the Business Lens
What could possibly go wrong...right?

**Business Topics**
- Technical Value Propositions (Mon)
- Strategy (Tues)
- Finance (Wed)
- Technology & Innovation (Thurs/Fri)

**Leadership Topics**
- Leadership Value Propositions (Mon/Fri)
- Emotional Intelligence (Tue)
- Coaching and Mentoring (Wed)
- Influencing Without Authority (Thu)

**Company Provided Topics**
- Executive Presentations
  - Business Strategy (Tue)
  - Financial Management (Wed)
  - Leadership Development (Thu)
  - Technology & Innovation (Fri)
- Factory Tour (Thu)

KLDP Segment 3
16-21 Nov 2015
We thought it would be straightforward...
...it turned out to be anything but.

**SYS 350B Pilot**
2-6 DEC 2013

Please rate the overall value of SYS 350B towards meeting your personal leadership goals.

**KLDP Segment 3**
16-21 NOV 2015

Please rate the overall value of Segment 3 towards meeting your learning objectives during the KLDP.
So what went wrong?

<table>
<thead>
<tr>
<th>Where the learners were...</th>
<th>Where they needed to go...</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Analysis</td>
<td>• Synthesis</td>
</tr>
<tr>
<td>• Linear/Deterministic</td>
<td>• Nonlinear/Uncertain</td>
</tr>
<tr>
<td>• Evaluating</td>
<td>• Sense-Making</td>
</tr>
<tr>
<td>• Solving Problems</td>
<td>• Asking Meta-Questions</td>
</tr>
<tr>
<td>• “Tree-Cutting”</td>
<td>• “Axe-Sharpening”</td>
</tr>
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</table>

10/24/16
We shifted the context by introducing a “Second Plane”...

**Methods of Observation**
- Awareness in the Moment
- After-action Review
- Feedback from Others

**Plane of Observation**

**Plane of Action**
...and together completely redesigned Segment 5...

**Systems Thinking:**
- Synthesis
- Causal Loops
- Complexity
- Ladder of Inference

**Boundary Spanning:**
- Transforming
- Reflecting
- Weaving
- Mobilizing

**Leading Change:**
- Personal Change
- Organizational Culture
- Creative Disruption
- Leading from the Future

KLDP Segment 5
14-18 MAR 2016
...to address the full range of leadership challenges.

### Complex
the relationship between cause and effect can only be perceived in retrospect
**probe – sense - respond**

**emergent practice**

### Complicated
the relationship between cause and effect requires analysis or some other form of investigation and/or the application of expert knowledge
**sense – analyze - respond**

**good practice**

### Chaotic
no relationship between cause and effect at systems level
**act – sense - respond**

### Simple
the relationship between cause and effect is obvious to all
**sense – categorize - respond**

**best practice**

**novel practice**

In the process, we learned as much as the learners!

**KLDP Overview – Year 2**

<table>
<thead>
<tr>
<th>Pre-Work</th>
<th>In Residence Segment 1</th>
<th>In Workplace Segment 2</th>
<th>In Residence Segment 3</th>
<th>In Workplace Segment 4</th>
<th>In Residence Segment 5*</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Workshop (5 Weeks)</td>
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<tr>
<td>Senior Management</td>
<td></td>
<td>Charting Your Future</td>
<td>Executive Leadership</td>
<td>Practicing Executive</td>
<td>Global Leadership</td>
</tr>
<tr>
<td>and Leading Self</td>
<td></td>
<td></td>
<td>Across The Enterprise</td>
<td>Leadership</td>
<td>and the National Security Strategy</td>
</tr>
</tbody>
</table>

**And now we’re doing it all over again!**

- **Perspective**
  - Personal Perspective
  - Personal Development

- **Mentoring, Career Planning and Proposal Approval**
- **Leading Enterprise/Team Execution**
- **Lessons Learned**

- **3 CLASSROOM WORKSHOPS + BLENDED / ACTIVE LEARNING in the WORKPLACE**

- **Evaluate Strategy and Plans**
  - External Stakeholders Visit (Lockheed Martin/Capitol Hill)

- **Think from Other Functional Perspectives in the Context of the Project**
  - Evaluate Plans from an Enterprise Perspective

- **Think from Industry Perspective**
  - Critical Thinking

- **Think from Other Functional Perspectives in the Context of the Project**
  - Leading Project Leadership

- **Identify Proven Practices**
- **Think Outside the Functional Silo**
- **Leading the Project**
  - Executive Leadership
  - Leading Strategically
  - Cross Functional Leadership

- **Global Leadership and the National Security Strategy**

- **KLDP Overview – Year 2**
  - **In Residence Segment 1**
    - Workshop (5 Weeks)
  - **In Workplace Segment 2**
    - 3 Months
  - **In Residence Segment 3**
    - Workshop (2 Weeks)
  - **In Workplace Segment 4**
    - 3 Months
  - **In Residence Segment 5**
    - Workshop (3 Weeks)

**Start:** Jul 2016

**Complete:** Apr 2017

**Happy 1st Year:**

- **“Shark Tank”**
  - Think From Your Boss and Your Boss’s Boss Perspective

- **Extramural Capstone Exercise:**
  - Think From Your Boss and Your Boss’s Boss Perspective

- **Personal Development**

- **Leading the Project**
- **Executive Leadership**
- **Leading Strategically**
- **Cross Functional Leadership**

- **Evaluate Plans from an Enterprise Perspective**

- **Evaluate Strategy and Plans**
  - External Stakeholders Visit (Lockheed Martin/Capitol Hill)
Conclusions

• As confirmed by the learners, the redesign of Segment 5 was a success
  ➢ “Amazingly Valuable”...“Can’t Wait to Apply it in the Workplace”
  ➢ ...“Don’t change a thing for the next offering”

• The instructional team learned some key lessons!
  ➢ Leadership development is clearly a complex undertaking
  ➢ There can be no standard syllabus; each iteration will have to be different
  ➢ The “Probe-Sense-Respond” approach is the only way to proceed
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