



Functioning as an Operations Manager

Functioning as an OM

Objectives: At the end of this session each participant will:

Understand how priorities vary according to project.

Know the three key elements to successful mission execution.

Understand the importance of controlling funds through CEFMS.

Know four important types of knowledge needed to perform O&M duties.

Mission Accomplishment

- Set Priorities
- Set the Vision
- Set Standards
- Execution

Set Priorities



Set the vision and be sure everyone knows it.



Set Standards

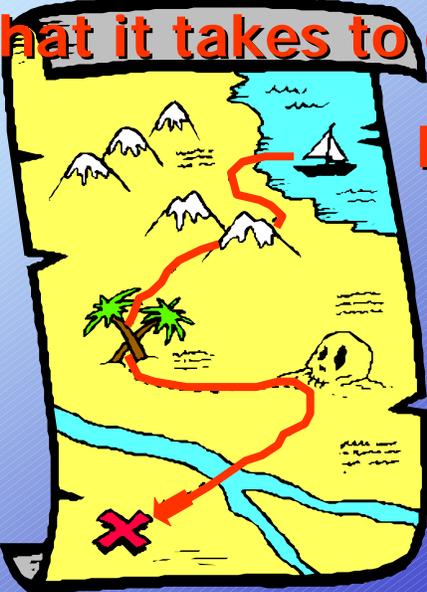
**Establish
acceptable**

**From
unacceptable**



Execution

Know what it takes to get from
to there



Here:

- Staff
- Funds
- Support

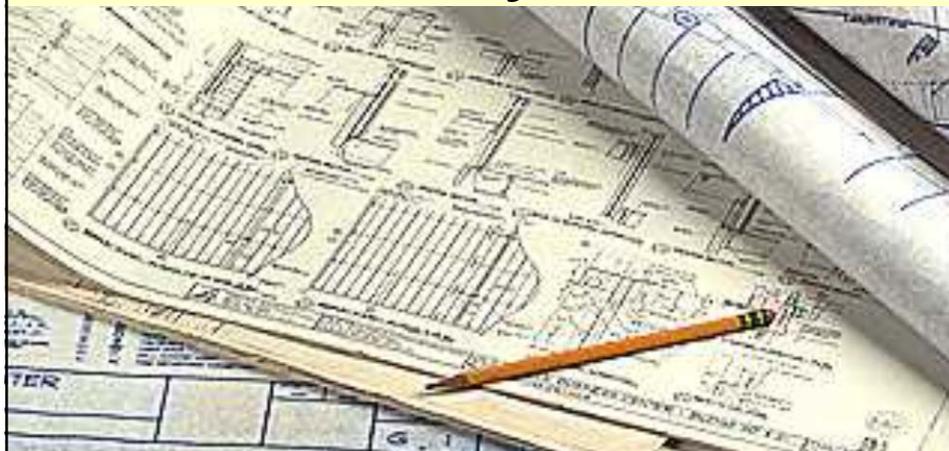
- Success depends on your leadership
- Critical to mission accomplishment
- People issues take much of your time

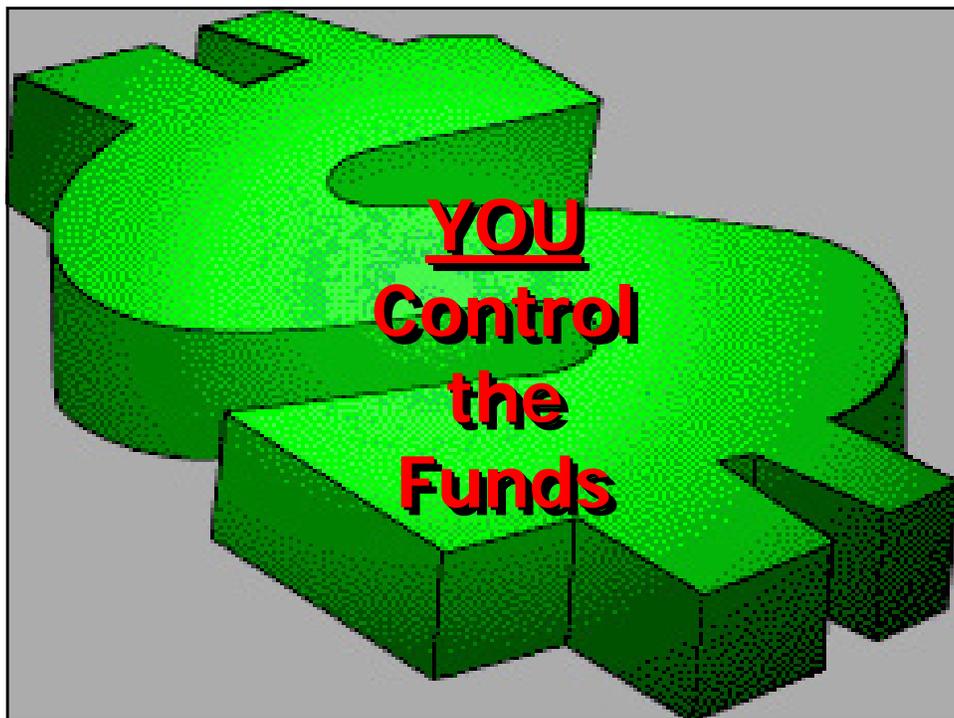
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SENIOR SYSTEM CIVILIAN EVALUATION REPORT SUPPORT FORM						
For use of this form, see AR 690-400; the proponent agency is ODCSPER						
a. NAME OF RATEE (Last, First, Middle Initial)		b. PAY PLAN, SERIES/GRADE		c. ORGANIZATION		
PART I - RATEE IDENTIFICATION						
PART II - RATING CHAIN - YOUR RATING CHAIN FOR THE EVALUATION PERIOD IS:						
RATER	NAME				POSITION	
INTERMEDIATE RATER (Optional)	NAME				POSITION	
SENIOR RATER	NAME				POSITION	
PART III - VERIFICATION OF FACE-TO-FACE DISCUSSION						
The following face-to-face discussions of duties, responsibilities, performance objectives, standards, and accomplishments for the rating period to _____ took place:						
INITIAL	DATES	RATEE INITIALS	RATER INITIALS	INTERMEDIATE RATER INITIALS	SENIOR RATER INITIALS	DATE
MIDPOINT						
PART IV - RATEE (Complete a, b, c below for this rating period)						
a. STATE YOUR SIGNIFICANT DUTIES AND RESPONSIBILITIES. DUTY TITLE IS:						
<h1>Managing Your Team</h1>						
b. INDICATE YOUR MAJOR PERFORMANCE OBJECTIVES/INDIVIDUAL PERFORMANCE STANDARDS						
<ul style="list-style-type: none"> • Avoid micro-managing • Tell them what to do, not how to do it • The toughest decisions you make 						

The best executive is the one who has sense enough to pick good people to do what needs to be done, and self restraint enough to keep from meddling with them while they do it.





Support

- Political
- Community
- Internal within the Corps
- Internal within your staff



Mission Execution



Required Knowledge



Critical Knowledge



Intuitive Knowledge



Technical Knowledge



Institutional Knowledge

Critical Knowledge

- Contracting/Purchasing (FAR)
- Environmental Laws
- POSH
- Prime Facilities - Dams, structures, power plants, locks, etc.

Intuitive Knowledge

- Your gut instincts - Have confidence to go with them



Pacific Salmon

- Know when to take risks

- Know when common sense supersedes regulations



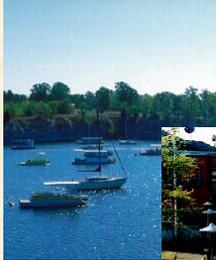
Technical Knowledge

Can't be an expert in all fields



Technical Knowledge

Can't be an expert
in all fields



- Knowledgeable in most fields
- Hire staff strong in your weak areas
- At this juncture you are more a leader than technical expert

**THE PACE OF THE LEADER DETERMINES
THE SPEED OF THE PACK.**



LEADERSHIP

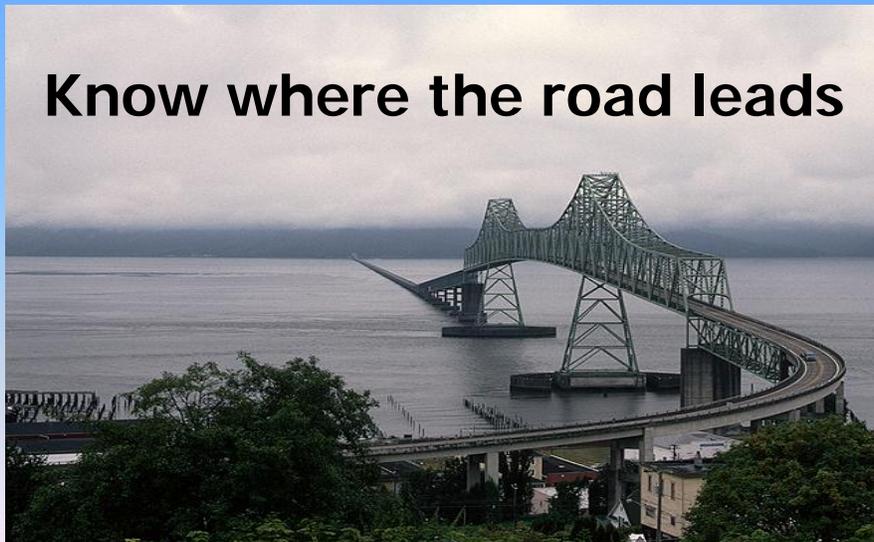
Institutional Knowledge

Time and
varied
experience



Institutional Knowledge

Know where the road leads



Institutional Knowledge

Understand political realities



Institutional Knowledge

Understand the
Corporate View



Keep the main thing... the main thing

Know when to
Hold,
Fold,



Walk Away,
or Run!

Path to the Position

Do what you do - Do Well

Position yourself

Willing to relocate

Cultivate relationships

New Leadership Development Course

Career pattern outline

Attributes for **S U C C E S S**

- ✓ **Self-confident**
- ✓ Be results oriented
- ✓ **Be a people person**
- ✓ Strong convictions with ability to listen, compromise, and use common sense
- ✓ **The Edge - a desire to walk it**
- ✓ Stay in good physical shape
- ✓ **Stress - GIVE it, don't get it**

Questions to Ponder.....

- Do you still want to be an Operations Manager?



- If so, WHY? What are your reasons?
- Are you willing to do what it takes to get there?

Summary...

The Mission:

Set Priorities
Set the Vision
Set Standards

Required Knowledge:

Critical
Intuitive
Technical
Institutional



Mission Execution:

Personal Job Success:

Path to the Job
Personal Attributes
Job Satisfaction

Staff
Funds
Support

