

Leadership Lessons for Operations Project Managers

Operations Manager PROSPECT Course
9-13 August 2004

Real World Leadership Issues

- ◆ Modeling Army Values
- ◆ Management vs. Leadership
- ◆ Level V Leadership
- ◆ Situational Leadership
- ◆ Teams and Teambuilding
- ◆ Group Development

Modeling Army Values

Loyalty – Speak well of the Corps

Duty – Respond when called

Respect – Value your teammates

Selfless service – Humility

Honor – Be worthy of honor

Integrity – Wear the hat!

Personal courage – Speak up

Management vs. Leadership

◆ Managers

- Resource focus
- Efficiency focus
- Deal with “Things”
- Do things right
- Technical proficiency
- Tactical

◆ Leaders

- Personal focus
- Motivational focus
- Deal with People
- Do the right thing
- Values model
- Strategic

Level 5 Leadership

Level 5 Level 5 Executive

Builds enduring greatness through a paradoxical blend of personal humility and professional will

Level 4 Effective Leader

Catalyzes commitment to and vigorous pursuit of a clear and compelling vision, stimulating higher performance standards

Level 3 Competent Manager

Organizes people and resources toward the objective and efficient pursuit of predetermined objectives

Level 2 Contributing Team Member

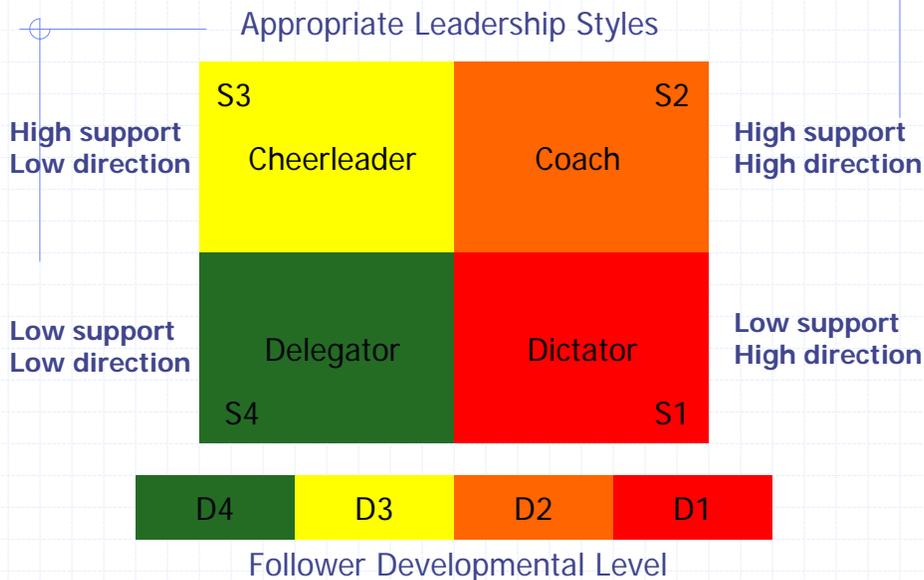
Contributes individual capabilities to the achievement of group objectives and works effectively with others in a group setting

Level 1 Highly Capable Individual

Makes productive contributions through talent, knowledge, skills, and good work habits

* From "Good to Great" by Jim Collins

Situational Leadership



Situational Leadership

- ◆ Is your natural style best in every situation?
If not, what happens when you apply it all the time?
- ◆ What situations demand what styles?
 - New employees
 - New technology
 - Poorly motivated workers
 - Changed missions
 - Seasoned veterans
 - Others

Building the Team

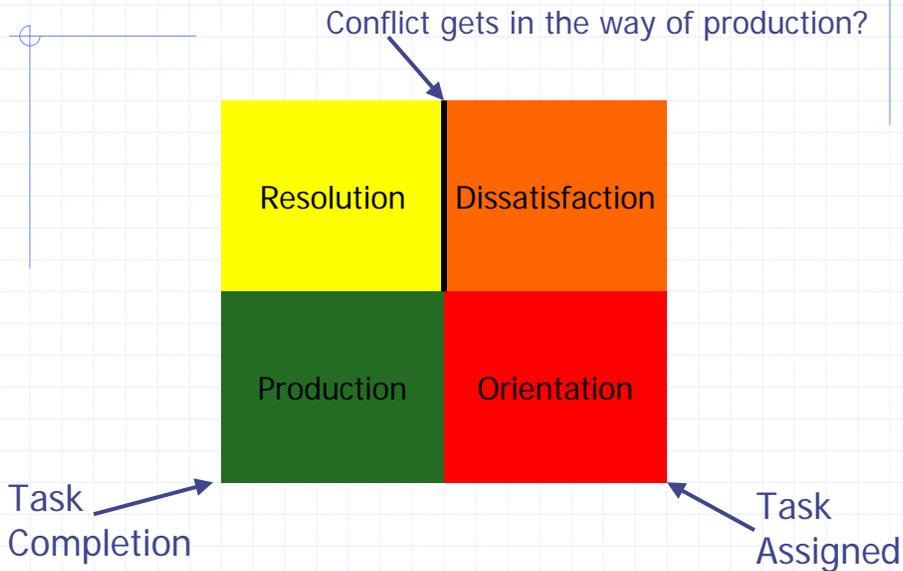
(You can't lead a team until you build it)

Group Development Model

Phases of Group Development

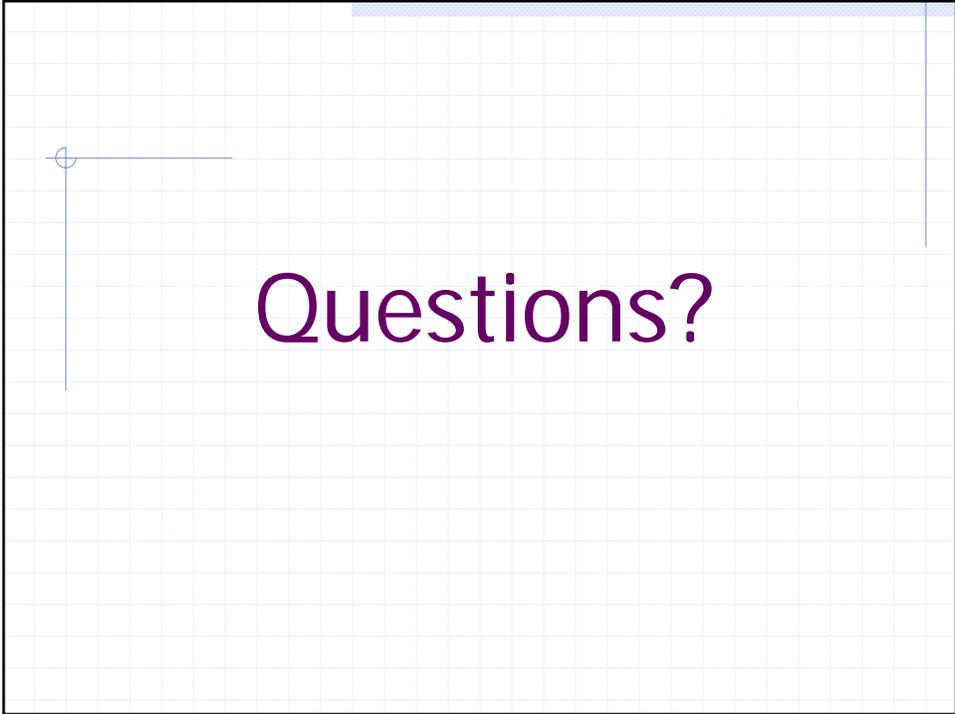
- Forming (orientation)
- Storming (dissatisfaction)
- Norming (resolution)
- Performing (production)

Group Development Model



What sort of leader will I be remembered as?

- ◆ Ethical? – Modeling values
- ◆ Positive? – Building others up
- ◆ Humble? – Caring less about me
- ◆ Visionary? – Preparing for the future
- ◆ Caring? – Considering others needs
- ◆ Effective? – Leading toward excellence
- ◆ One that people want to work for?



Questions?