

Practical Supervisory Tips for Operations Project Managers

OPM PROSPECT Course
8 August 2006
Arlington, VA

Real World Supervisory and Leadership Issues

- ◆ Modeling Army Values
- ◆ Management vs. Leadership
- ◆ Level V Leadership
- ◆ Situational Leadership
- ◆ Communications
- ◆ Building Teams
- ◆ Conflict Resolution
- ◆ Performance Appraisals
- ◆ Awards and discipline

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 – Always be the same

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

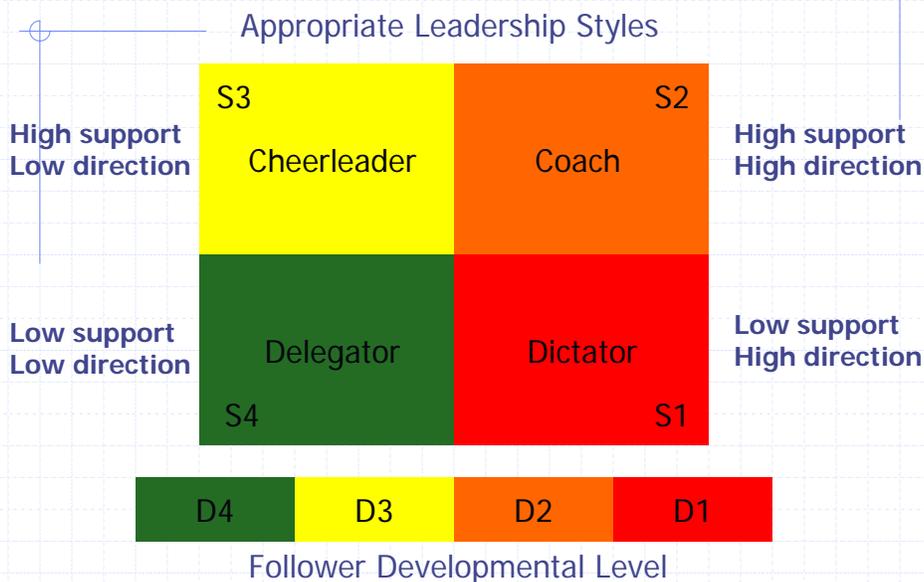
Contributes individual capabilities to the achievement of group objectives and works effectively with others in a group setting

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

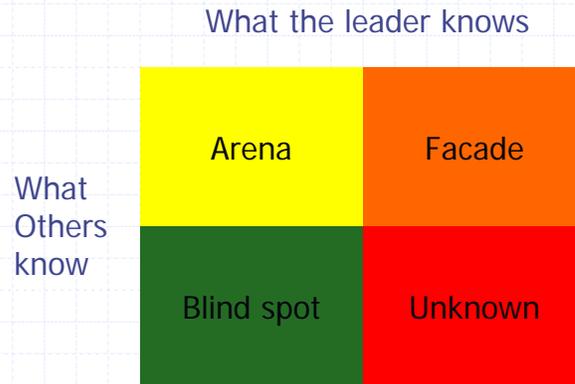
- ◆ Is your natural style best in every situation?
If not, what happens when you apply it all the time?
- ◆ What situations demand what styles?
 - **New employees**
 - **New technology**
 - **Poorly motivated workers**
 - **Changed missions**
 - **Seasoned veterans**
 - **Others**

The Importance of Communication

- ◆ Information is the life blood of any organization
- ◆ When communication breaks down – the rumor mill kicks in
- ◆ Communication model

Communications Model

◆ The Johari Window



Communications Tips

- ◆ How can we increase the “arena”?
- ◆ Effective communication means less talking and more LISTENING
 - Active listening techniques
- ◆ Meeting rules
 - Agenda, time limits, meeting mgmt., etc.
- ◆ Brainstorming – Use it as a problem solving technique

Building the Team

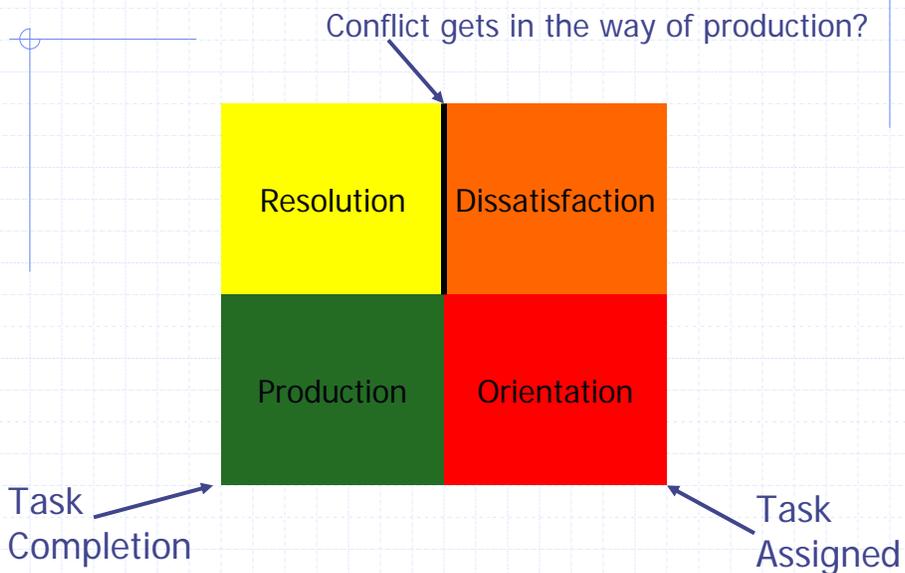
(As noted yesterday, you can't lead a team until you build it)

Group Development Model

Phases of Group Development

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

Group Development Model



Conflict Resolution

- ◆ Conflict is neither good nor bad, it's how you handle it that makes the difference
- ◆ It gets no better with age
- ◆ If your natural style is to avoid conflict, you're in trouble

Components of an Effective Counseling Session

- ◆ Why do we discuss counseling after conflict?
- ◆ Preparation (the most important)
- ◆ Opening
- ◆ Documentation
- ◆ Staying Focused on the Issues
- ◆ Getting Commitment for Improvement
- ◆ Review
- ◆ Follow-up Plan

Performance Evaluation

- ◆ Communications is a must
- ◆ Consistency is imperative
- ◆ Timeliness and Compliance w/ Regs
- ◆ Performance and Values
- ◆ **Be prepared for NSPS** – (when pay is linked to performance appraisals become that much more important)

Performance Evaluation

- **TAPES is success based (not failure based like GPAS)**
- **Process steps**
- **Use the standards on page 2 of form**
- **Communication between rater and ratee is key**
- **Collaborate on goals and objectives**
- **Follow rules and timeframes to avoid grievances**
- **How to address failure**
- **Consistency across your organization is important**
- **Effective use of TAPES will prepare you for NSPS**

Process Steps

- Ask ratee to draft goals and objectives
- Rater and ratee collaborate on final goals/objectives in first 30 days of period
- Discussion of standards on form (what does success and excellence look like)
- Mid-year discussion to assess progress/make mid-course corrections
- Other discussions as needed throughout year
- Ratee provides feedback near end of rating period
- Complete rating w/in 45 days of period end

Standards

Written to describe success (not excellence)

Senior system

- Technical competence
- Innovation/initiative
- Responsibility/accountability
- Working relationships
- Communication
- Organizational management & leadership*
- EEO/Affirmative Action*

Base system

- Technical competence
- Adaptability/initiative
- Working relationships/communication
- Responsibility/dependability
- Supervision/leadership*
- EEO/Affirmative Action*

NSPS Standard Rating Factors

- Technical proficiency
 - Critical Thinking
 - Cooperation/Teamwork
 - Communication
 - Resource Management
 - Achieving Results
 - Customer Focus
 - Leadership*
 - Supervision*
- What accomplished
 - How accomplished

Communication

- Assure at least mandated meetings (initial, mid-year, and final), preferably more
- Don't wait when performance is sub-standard
- Develop appropriate documentation
- Use formal counseling sessions and schedule follow-up
- Face-to-face preferred but other methods acceptable in certain situations

Goals and Objectives

- Don't write as standards
- Organize into logical groups
- Collaboration of rater and ratee

Follow the Rules

- More critical if you anticipate conflict or grievance
- Time frames are crucial
- Beware of changes brought on by developmental assignments, new supervisors, promotions, etc.

Addressing Problems

- Address any needs for improvement or failures immediately
- Documentation important
- Informal PIPs can be used
- Formal PIPs
- Provide help
 - Coaching, counseling, training, etc.
- Timeframes for improvement
- Failed PIPs

Consistency

- We must be accurate as well as consistent
- Can no longer “carry” poor performers
- Raters must be consistent
- Organizational consistency comes from senior raters
- Helps when people compete with others for a job
- Absolutely necessary under NSPS

Awards

- ◆ Awards are Earned not Given
- ◆ Must be provided as close to the act that earned it as possible
- ◆ Two Categories – Cash and Honorary
- ◆ Lots of sources-
 - Corps (district, division, HQ)
 - Army/Defense
 - Other Federal (FEB)
 - Non-Federal
 - Others

Discipline

- ◆ Just like awards, Discipline is Earned not Given
- ◆ Just like awards, it must be effected ASAP after it's earned (DON'T WAIT)
- ◆ Conduct vs. Performance
- ◆ Progressive in nature (instances do not have to be similar)
- ◆ Call for advice from the experts **early**
 - CPAC
 - OC

Position Management vs. Classification

- ◆ Don't get the two confused
- ◆ What is position management?
- ◆ It is the OPM's responsibility
- ◆ Takes a lot of work and not easy
- ◆ What is classification?
- ◆ Do you need classification authority?
- ◆ Tools discussion
- ◆ NSPS pay banding impacts

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 wanted to work for?



Questions?