

Practical Supervisory Tips for Operations Project Managers

OPM PROSPECT Course
24 July 2007

Real World Supervisory and Leadership Issues

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

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

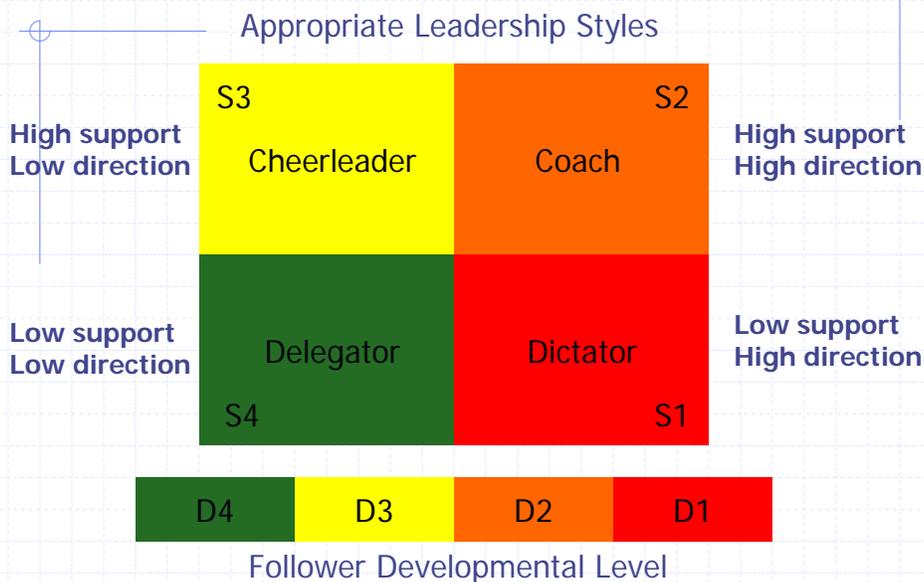
Contributes individual capabilities to the achievement of group objectives and works effectively with others in a group setting

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

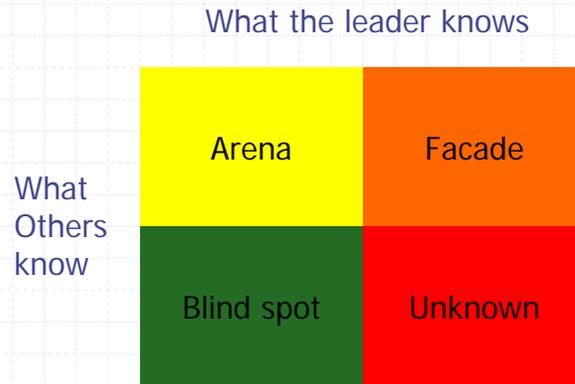
- ◆ Is your natural style best in every situation?
If not, what happens when you apply it all the time?
- ◆ What styles are needed in these situations?
 - New employees
 - New technology
 - Poorly motivated workers
 - Changed missions
 - Seasoned veterans

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

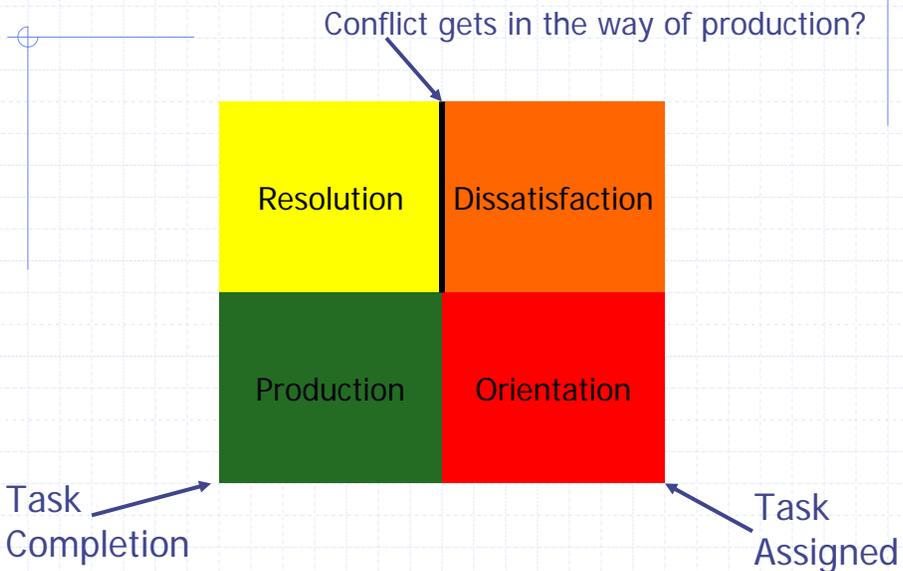
(You can't lead a team until you build it)

Group Development Model

Phases of Group Development

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

Group Development Model



Teambuilding Techniques

Very important in a PMBP organization!

- ◆ Where and how to facilitate?
- ◆ Assign roles and rules
- ◆ How will conflict be resolved?
- ◆ How will decisions be made?
- ◆ Does the mission need defined?
- ◆ Who are customers/stakeholders?
- ◆ What do they need/expect?
- ◆ How is success measured?

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, your organization is in trouble
- ◆ Many dysfunctional organizations are such because of the leader's unwillingness to address conflict

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
- ◆ Success-based (not failure-based)
- ◆ Timeliness and Compliance w/ Regs
- ◆ Performance and Values
- ◆ **Be prepared for NSPS**

Performance Evaluation

- Most have one more chance to use TAPES
- 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

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*

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

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

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?