



The Leader's Role

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By

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Purpose and Introduction

- To discuss how top leaders in an organization impact organizational performance

Assumptions

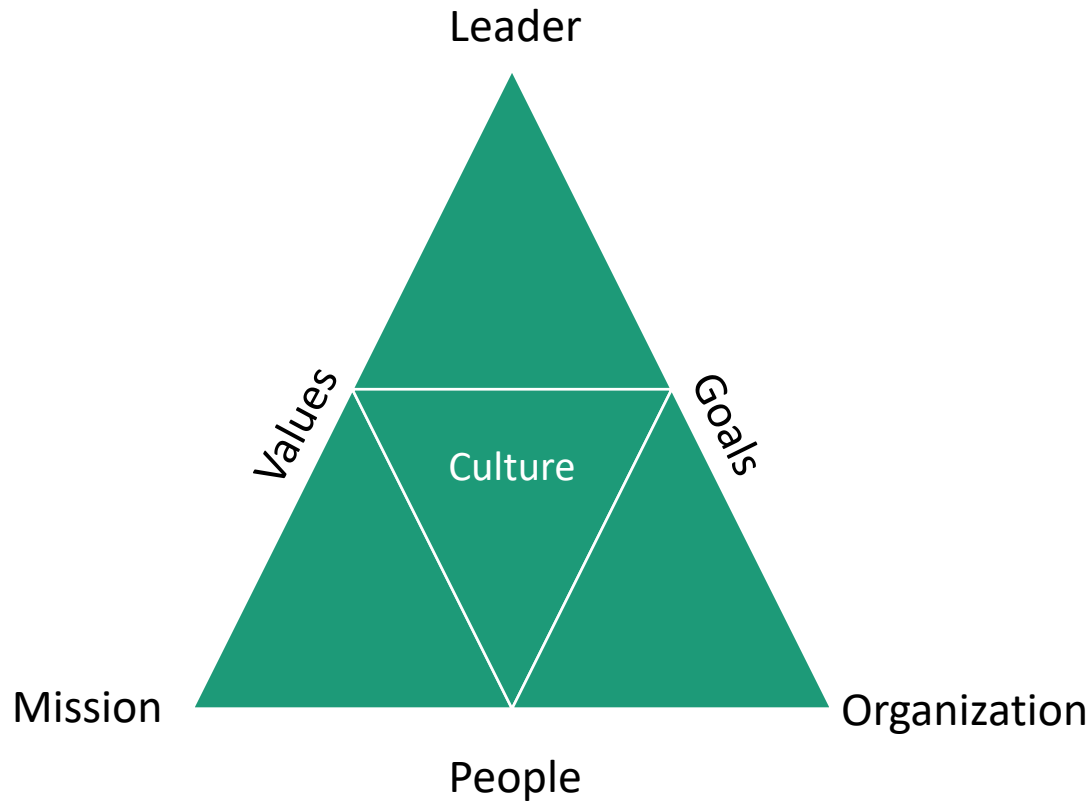
- We accept the 4 top qualities of a leader according to Kouzes and Posner, The Leadership Challenge
 - Honest
 - Forward Looking
 - Inspiring
 - Competent
- And we understand these terms
 - Vision Values Mission Goals
 - Strategy Organization People Engagement
 - Morale Performance Customer- Satisfaction
 - Loyalty Culture Leader

My Start Point

- Observations
 - Every Organization is a living entity with a unique set of dynamics
 - Leadership is a full contact sport
 - Leadership is an apprenticed vocation
 - Leaders shape culture
- The interaction of these factors is the organizational dynamic
 - Vision Values Mission Goals
 - Strategy Organization People Engagement
 - Morale Performance Customer- Satisfaction
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The Big Picture

- The relationship of the Mission, Organization, and Leader are unique to every organization- they form a triangle

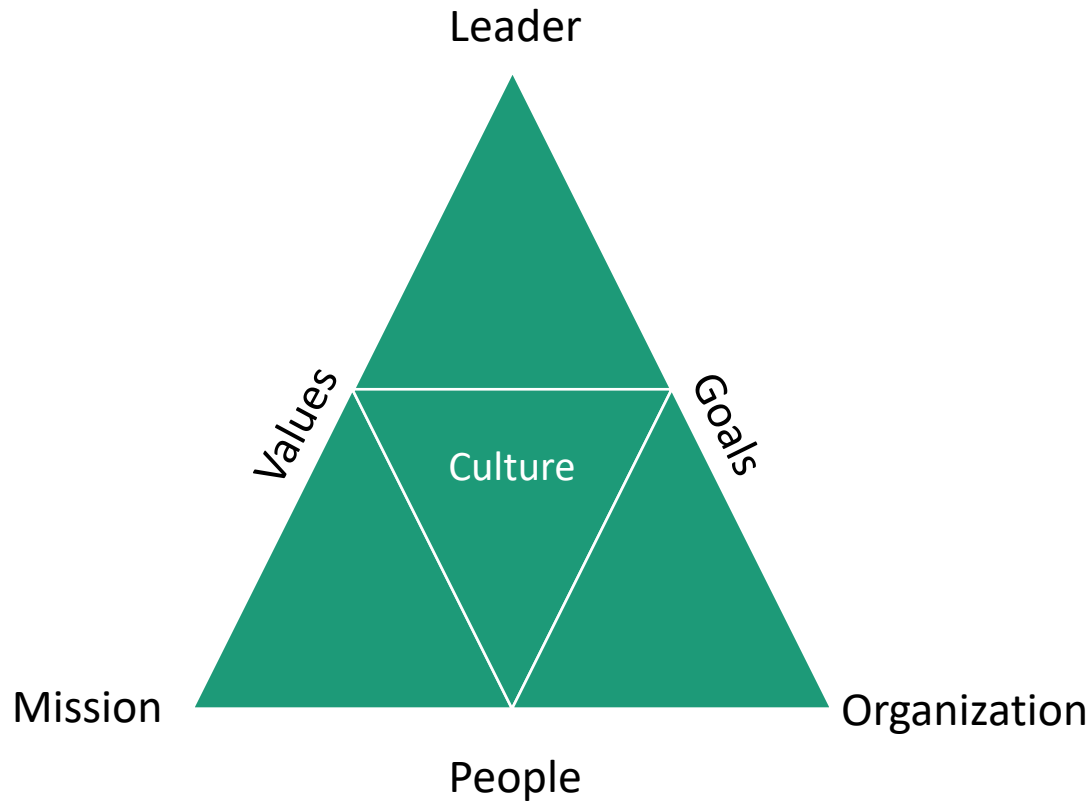


The Big Picture

- The relationship of the Mission, Organization, and Leader are unique to every organization- they form a triangle
- The Mission – The mission is the 5 Ws of attaining the Vision -it is easier to get out of bed in the morning if you have a compelling mission.
- Organization – the organization must be designed to support the mission
- The Leader – a good leader can lead almost any organization given the time and motivation

The Shape Varies

- The relationship of the Mission, Organization, and Leader are unique to every organization- they form a triangle



Charlie Battery

- Organizational changes
 - Internal change to structure
 - External return from 18 months with MEU
 - Resultant process changes
- Junior leaders neglected
 - Roles and responsibilities unlearned
- Criminal activity, morale, and performance low
- Action Required
 - Culture change needed
 - Lessons of N 5/10
 - Vision, Mission, Goals, Training and Discipline
 - Apprenticeship
 - Teaching the Dance

3/11 in OIF 2

- Artillery Battalion doing windows
- Different Threat
- Extreme Geographic Dispersion
- Undeveloped theater of operations
- Limited Assets
- Action Required
 - Complete Reorganization
 - Non-standard acquisition
 - Flattened structure and continued adaptation
 - Delegation of authority

JIEDDO

- One of a kind organization
- Exceptional scrutiny, 32 open GAO findings
- No strategic plan or consistent processes
- Great people doing amazing work, but frustrated
- Action Required
 - Create transparent and rational processes w/o slowing progress
 - Improve relationships with services and commands
 - Improve responsiveness to operators and vendors

Summary

- Leaders don't get to choose what type of leader they will be, they must be what the organization and their people need.
- The Leader shapes the culture
- The Leader owns the mission
- Leadership is a life long vocation best learned by apprenticeship