



412th Test Wing



War-Winning Capabilities ... On Time, On Cost



U.S. AIR FORCE

Leadership, Management and the Frozen Middle

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Integrity - Service - Excellence



Leadership, Management... ***and the Frozen Middle...***



Today's Business Paradox



- **I must be innovative to survive**
 - **Must have disruption and chaos**
 - **Must be out of the box creative**
 - **Must inspire humans to “fail forward”**
- **I must be stable to be organized, trained and equipped**
 - **Must have stability and discipline**
 - **Must have a solid organizational structure**
 - **Must be hierarchal**



<i>Concern</i>	<i>Manager</i>	<i>Leader</i>
Purpose	Plans/budgets Steps, timetables, garners resources	Establishes direction Vision Strategy
Developing the success network	Organize, staff, structure, delegates, creates monitoring systems	Align personnel, communicates direction, creates teams that understand vision/goal
Execute	Control and regular oversight, applies corrective action	Motivates and inspires, energizes personnel to overcome obstacles, fosters initiative
Outcome	Predictability and order; status quo	Produces change, challenges status quo
Focus	Efficiency of operations	Effectiveness of outcomes
Time	Short term, risk adverse, maintenance	Long term, takes risks, innovator and originator



Hummmmm....



- **Do we need both?**
- **...or...**
- ***We do need both...***



Organizational Structure



Consists of three key elements:

- 1. Designates formal reporting relationships**
 - number of levels in the hierarchy
 - span of control
- 2. Groupings of:**
 - individuals into departments
 - departments into the total organization
- 3. Design of systems for**
 - effective communication
 - coordination
 - integration across departments



Field Marshal Moltke's Four Officer Attribute Matrix		Initiative	
		Lazy	Energetic
Intelligence	Smart	Commanders Make the Right Things Happen but in the Easiest Possible Manner (Discover)	General Staff Officers Direct the Right Things to Happen (Capture)
	Dumb	Menial Tasks Follow Orders to Perform Routine Tasks that must be Done by an Officer (Maintain)	Eliminate Will Make Things Happen – but the Wrong Things (Destroy)



The Top 10 Signs of IT Project Failure



- 10. Best practices and lessons learned are ignored**
- 9. Project lacks people with appropriate skills**
- 8. Sponsorship is lost**
- 7. Users are resistant**
- 6. Deadlines are unrealistic**
- 5. Business needs change**
- 4. Chosen technology changes**
- 3. Project changes are poorly managed**
- 2. Scope is ill-defined**
- 1. Project managers don't understand users' needs**



TOO MANY M'S?



- **Majors?**
- **Managers?**
- **Mothers?**
- **Move the M's to COS's**
 - **Change Operations Specialists**



DAC MODEL

Direction, Alignment, Commitment



Breakdowns in DAC

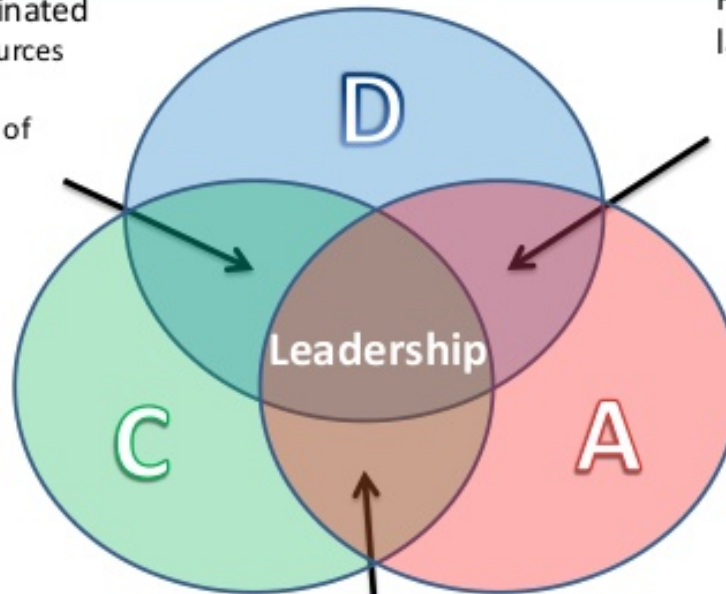


Buy in, but uncoordinated

- Competing for resources
- Failure to agree to deadlines and ways of working

Facing same way, but lacking momentum

- Promises without delivery
- Only easy things get done
- Failure to progress



Willing cooperation, but lacks purpose

- Inertia
- Running in circles
- Everyone headed in different directions



Remember: We built this, hired them, trained them!
It is not their fault!



Champion Roles



Traditional Duties

- *technical understanding*
- *leadership*
- *coordination & control*
- *obtaining resources*
- *administrative*

Nontraditional Duties

- *cheerleader*
- *visionary*
- *politician*
- *risk taker*
- *ambassador*



Creating Project Champions



- ✓ **Identify and encourage their emergence**
- ✓ **Encourage and reward risk takers**
- ✓ **Remember the emotional connection**
- ✓ **Free champions from traditional management**



Keys to innovative growth...



- **The secret of business innovation is to think big, act small, fail fast and learn rapidly** (Dean Crutchfield)
 - Know yourself
 - What was...was
 - Aim past the target
 - Lead, follow or GTHOOTW
 - Results require ambition
 - Walk the talk...don't say; do!



QUESTIONS?

