

Facilitating the Transition from Senior Manager to Executive Leader

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- “I don’t believe that the standards for [DAWIA Levels I, II and III] as currently defined or implemented are adequate for the key leader acquisition positions that carry our highest levels of responsibility.”

*Frank Kendall, USD(AT&L), testimony before the SASC
April 30, 2014*

- “Today the Department is not doing enough to ensure that technically qualified leaders are available and entrusted with managing our development programs. ”

*Frank Kendall, Better Buying Power 3.0
September 19, 2014*

- “BBP 3.0 specifically focuses on strengthening our technical expertise and it emphasizes the particular importance of qualified technical leadership for development programs.”

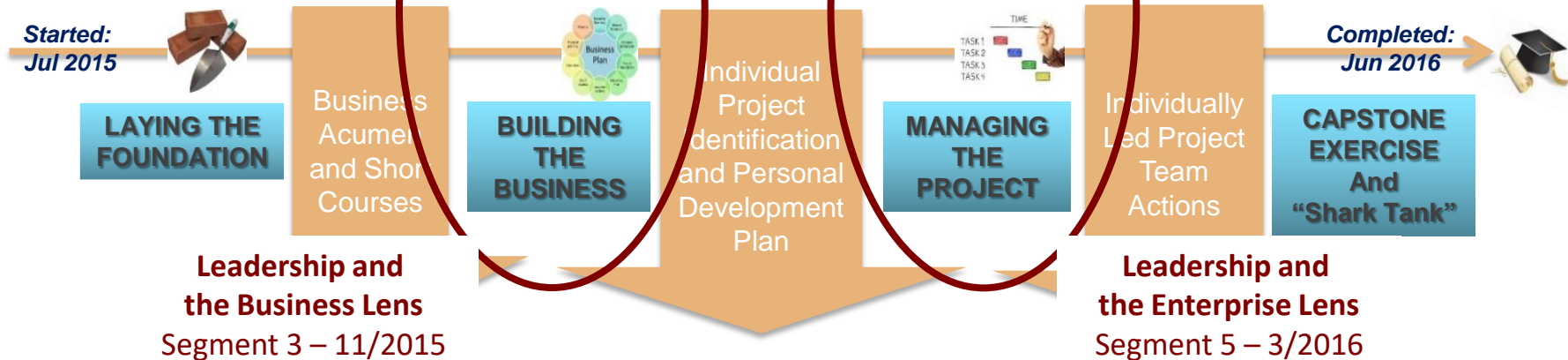
*Frank Kendall, USD(AT&L), testimony before the HASC
January 28, 2015*

Accelerating the Development of Senior Technical Leaders 17th NDIA SE Conference – October 2014

- **SERC RT-4 Research Hypothesis** – The technical leadership capabilities of high potential, senior DoD systems engineers and technologists can be accelerated through an educational program in technical leadership.
- **Accomplishments:**
 - Developed and tested >100 lectures, case studies, exercises and group project segments, and used them to design three 5-day courses organized as Systems, Business and Enterprise Lenses
 - Conducted nine pilots yielding more than 5200 student-contact-hours with acquisition professionals from the Army, Navy, Air Force, Marine Corps, and the Missile Defense Agency and DAU
- **Conclusion:**
 - All three courses received strong endorsements from the acquisition community participants and were judged as suitable for transition to DAU/DSMC

Key Leadership Development Program

	Segment 1	Segment 2	Segment 3	Segment 4	Segment 5	Segment 6	Segment 7
	Workshop (5 Weeks)	3 Months	Workshop (6 Days)	3 Months	Workshop (2 Weeks)	3 Months	Workshop/Capstone Exercise (2 Weeks)
Pre-Work	Critical Thinking in the Acquisition Environment	Blended Learning	Leadership: The Business Lens	Blended Learning	Leadership: The Enterprise Lens	Action Learning	Leadership: The Executive Lens



Ref: Presentation to the Defense Acquisition Workforce Management Group (WMG) by Mr. Gary Pennett, Director, MDA Agency Operations, 14 June 2016



Leadership and the Business Lens

What could possibly go wrong...right?

Business Topics

- Technical Value Propositions (Mon)
- Strategy (Tues)
- Finance (Wed)
- Technology & Innovation (Thurs/Fri)

Leadership Topics

- Leadership Value Propositions (Mon/Fri)
- Emotional Intelligence (Tue)
- Coaching and Mentoring (Wed)
- Influencing Without Authority (Thu)

Company Provided Topics

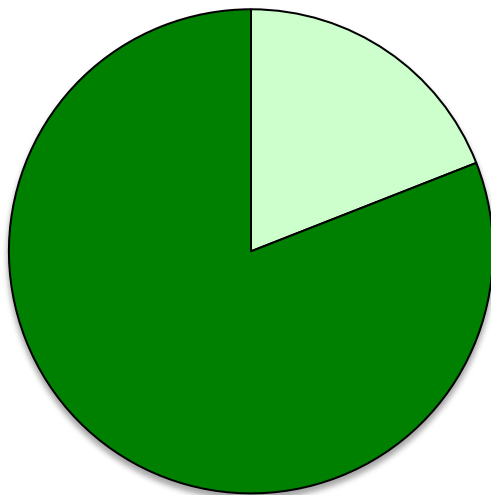
- Executive Presentations
 - Business Strategy (Tue)
 - Financial Management (Wed)
 - Leadership Development (Thu)
 - Technology & Innovation (Fri)
- Factory Tour (Thu)

KLDP Segment 3
16-21 NOV 2015

We thought it would be straightforward... ...it turned out to be anything but.

SYS 350B Pilot 2-6 DEC 2013

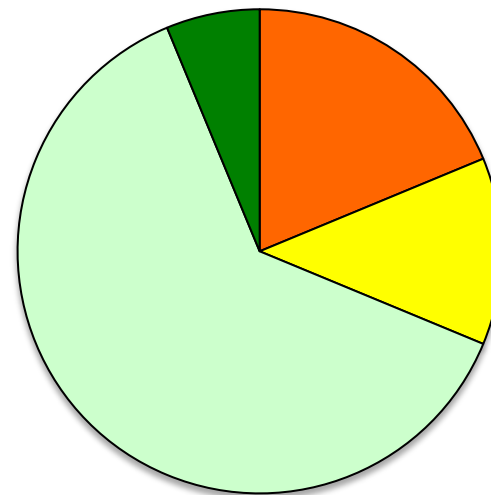
Please rate the overall value of SYS 350B towards meeting your personal leadership goals.



■ 1/2 ■ 3/4 ■ 5/6 ■ 7/8 ■ 9/10

KLDP Segment 3 16-21 NOV 2015

Please rate the overall value of Segment 3 towards meeting your learning objectives during the KLDP.



■ 1/2 ■ 3/4 ■ 5/6 ■ 7/8 ■ 9/10

Where the learners were...

- Analysis
- Linear/Deterministic
- Evaluating
- Solving Problems
- “Tree-Cutting”

Where they needed to go...

- Synthesis
- Nonlinear/Uncertain
- Sense-Making
- Asking Meta-Questions
- “Axe-Sharpening”



We shifted the context by introducing a “Second Plane”...

Methods of Observation

- *Awareness in the Moment*
- *After-action Review*
- *Feedback from Others*



Plane of Observation



Plane of Action



...and together completely redesigned Segment 5...

Systems Thinking:

- Synthesis
- Causal Loops
- Complexity
- Ladder of Inference

**KLDP Segment 5
14-18 MAR 2016**

Boundary Spanning:

- Transforming
- Reflecting
- Weaving
- Mobilizing



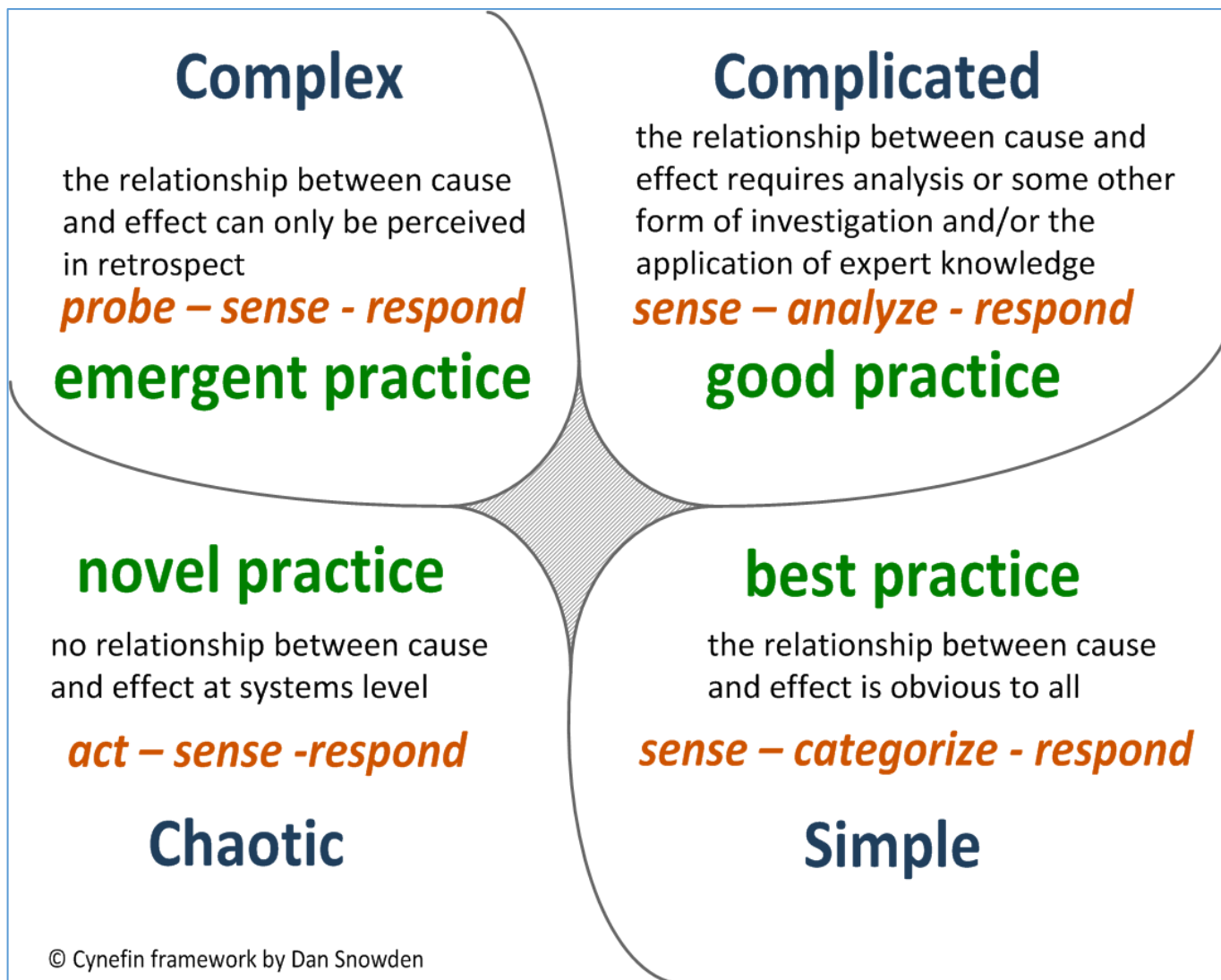
Leading Change:

- Personal Change
- Organizational Culture
- Creative Disruption
- Leading from the Future





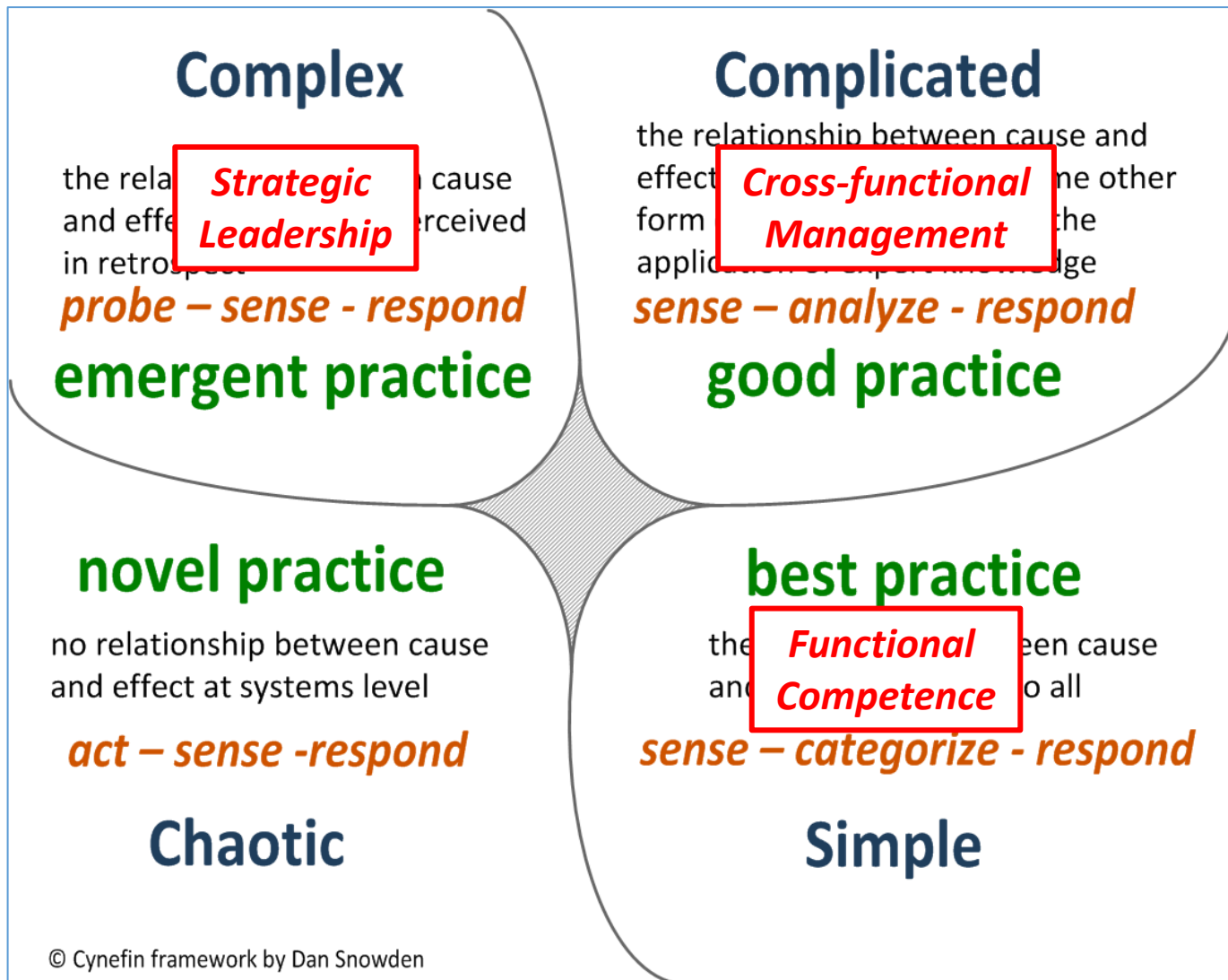
...to address the full range of leadership challenges.



Ref: David J. Snowden and Mary E. Boone, "A Leader's Framework for Decision Making," *Harvard Business Review*, November 2007.



In the process, we learned as much as the learners!



Ref: David J. Snowden and Mary E. Boone, "A Leader's Framework for Decision Making," *Harvard Business Review*, November 2007.

KLDP Overview – Year 2

	In Residence Segment 1	In Workplace Segment 2	In Residence Segment 3	In Workplace Segment 4	In Residence Segment 5*
	Workshop (5 Weeks)	3 Months	Workshop (2 Weeks)	3 Months	Workshop (3 Weeks)
Pre-Work	Senior Management and Leading Self	Charting Your Future	Executive Leadership Across The Enterprise	Practicing Executive Leadership	Global Leadership and the National Security Strategy

Start:
Jul 2016

Complete:
2017 →

And now we're doing it all over again!

Perspective
Personal Perspective
Personal Development

MENTORING, CARE
PLANNING AND PR
APPR

Think from Other
Functional Perspectives in
the Context of the Project
Evaluate Plans from an
Enterprise Perspective

LEADING ENTERPRI
TEAM/EXECUTION,
LESSONS

Evaluate Strategy and
Plans
External Stake-
holders Visit
(Lockheed
Martin/Capitol Hill)

**3 CLASSROOM WORKSHOPS +
BLENDED / ACTIVE LEARNING in the WORKPLACE**



- As confirmed by the learners, the redesign of Segment 5 was a success
 - ***“Amazingly Valuable”...“Can’t Wait to Apply it in the Workplace” ...“Don’t change a thing for the next offering”***
- The instructional team learned some key lessons!
 - **Leadership development is clearly a complex undertaking**
 - **There can be no standard syllabus; each iteration will have to be different**
 - **The “Probe-Sense-Respond” approach is the only way to proceed**



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