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Declining Resources Means Leadership Matters for all Organizations

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Agenda

- Setting the Stage
- Why Worry About Leadership?
- Leadership Thoughts
- Leader Attributes
- Conclusion
- Discussion and Questions?

Disclaimer

The conclusions and opinions expressed in this briefing are those of the presenter. They do not reflect the official position of the U.S. Government, Department of Defense, the United States Army or the Army Budget Office.

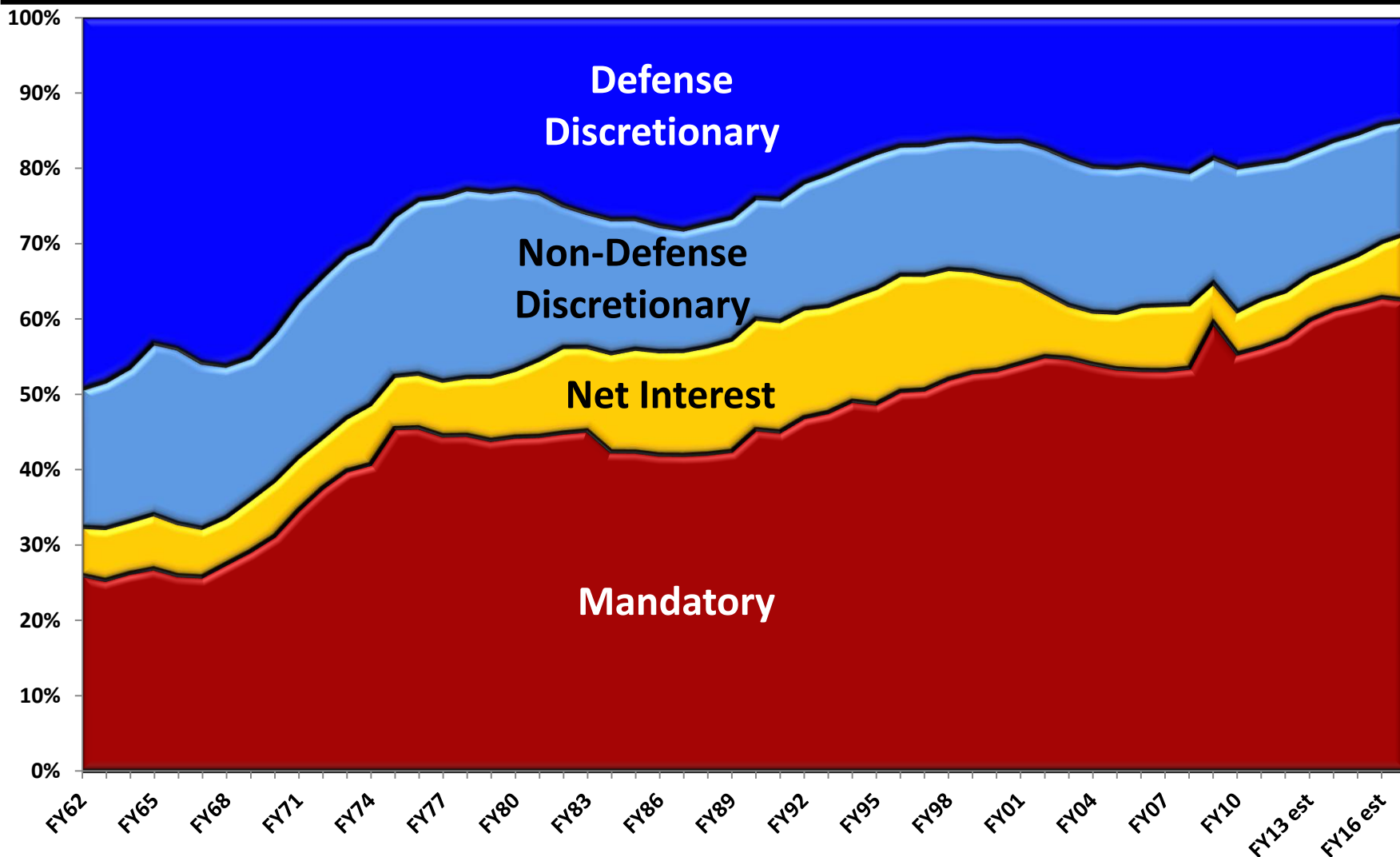
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Setting the Stage Federal Spending





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Setting the Stage

Discretionary vs. Entitlement

FY 13 Federal Budget: Approximately \$3.7 Trillion



FY 13 Projected Deficit: \$973 Billion

Discretionary Funds \$1.2 Trillion

Mandatory Spending \$2.5 Trillion

“The single biggest threat to national security is the national debt.”

Admiral Mike Mullen, Chairman Joint Chiefs of Staff
27 Aug 2010 Speech given to the Detroit Economy Club

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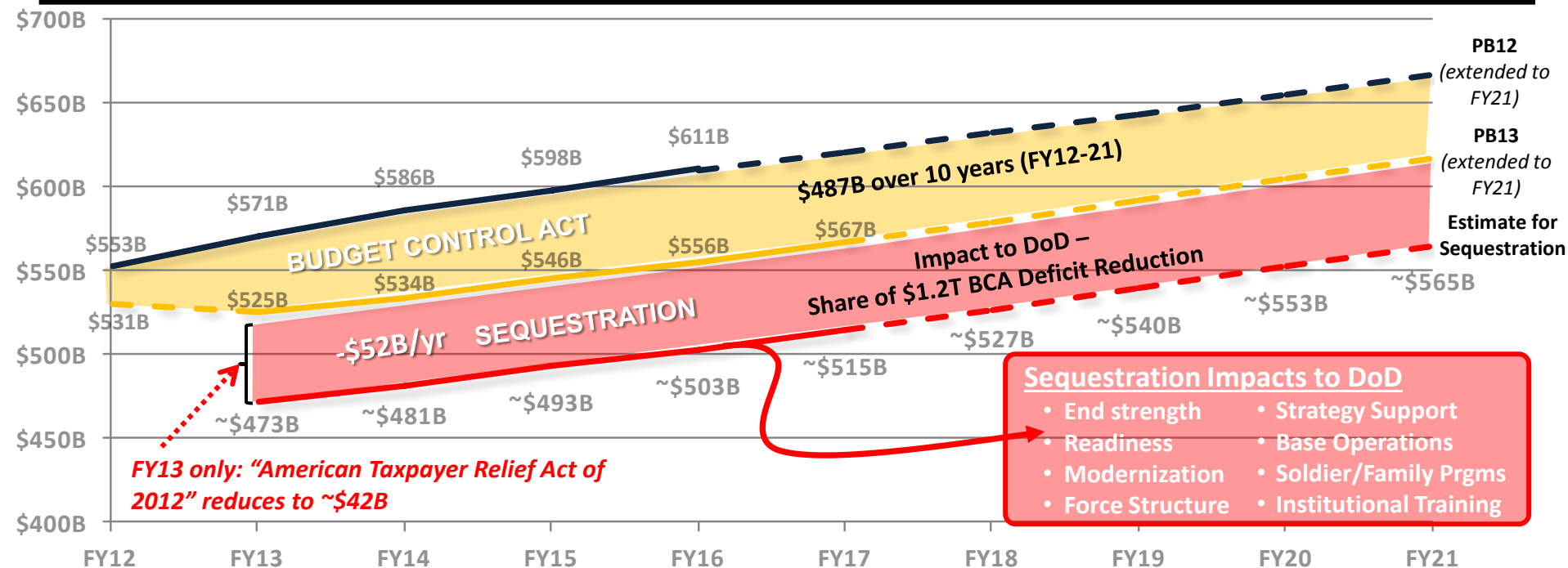


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Setting the Stage

BCA Impact on DoD Budget



- **Black Line** = Original Programmed Budget
- **Yellow Line** = Programmed Budget after Budget Control Act Reduction (-\$487B)
- **Red Line = Sequestration** – the reduction from Yellow line required to comply with deficit reduction requirement... another \$1.2T, or \$52B /year for DoD

Sequestration is Norm Until the Nation Regains Control of its Budget

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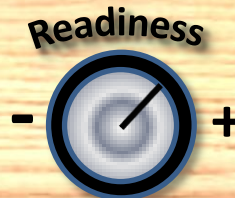
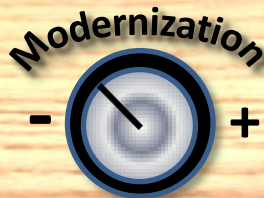
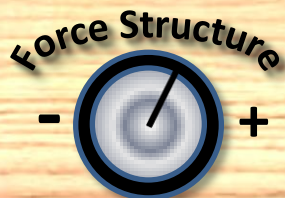


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Setting the Stage

Maintaining Capability & Capacity



- Tiered Readiness
- Hollow Force
- Combat Ops (Ph III)



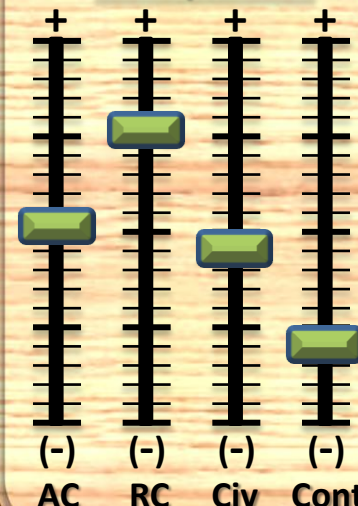
- Cyclic Readiness
- Agile, Ready Force
- Full Spectrum Ops (Ph 0-V)
- All Volunteer Force



Base

OCO

Manpower



* All controls are representative of choices and do not reflect official decisions or data positions

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Why Worry About Leadership? It Is All About People



- People are the Lifeblood of an Organization
 - A Recent Study by Accenture on Why People Quit Their Job Reports*:
 - They do not Like Their Boss (31%)
 - Lack of Empowerment (31%)
 - Internal Politics (35%)
 - Lack of Recognition (43%)
- Changing Demographics – Baby Boomer Retirements!
- War for Talent – Recruitment & Retention

*Source: <http://www.forbes.com/sites/alanhall/2013/03/11/im-outta-here-why-2-million-americans-quit-every-month-and-5-steps-to-turn-the-epidemic-around/>

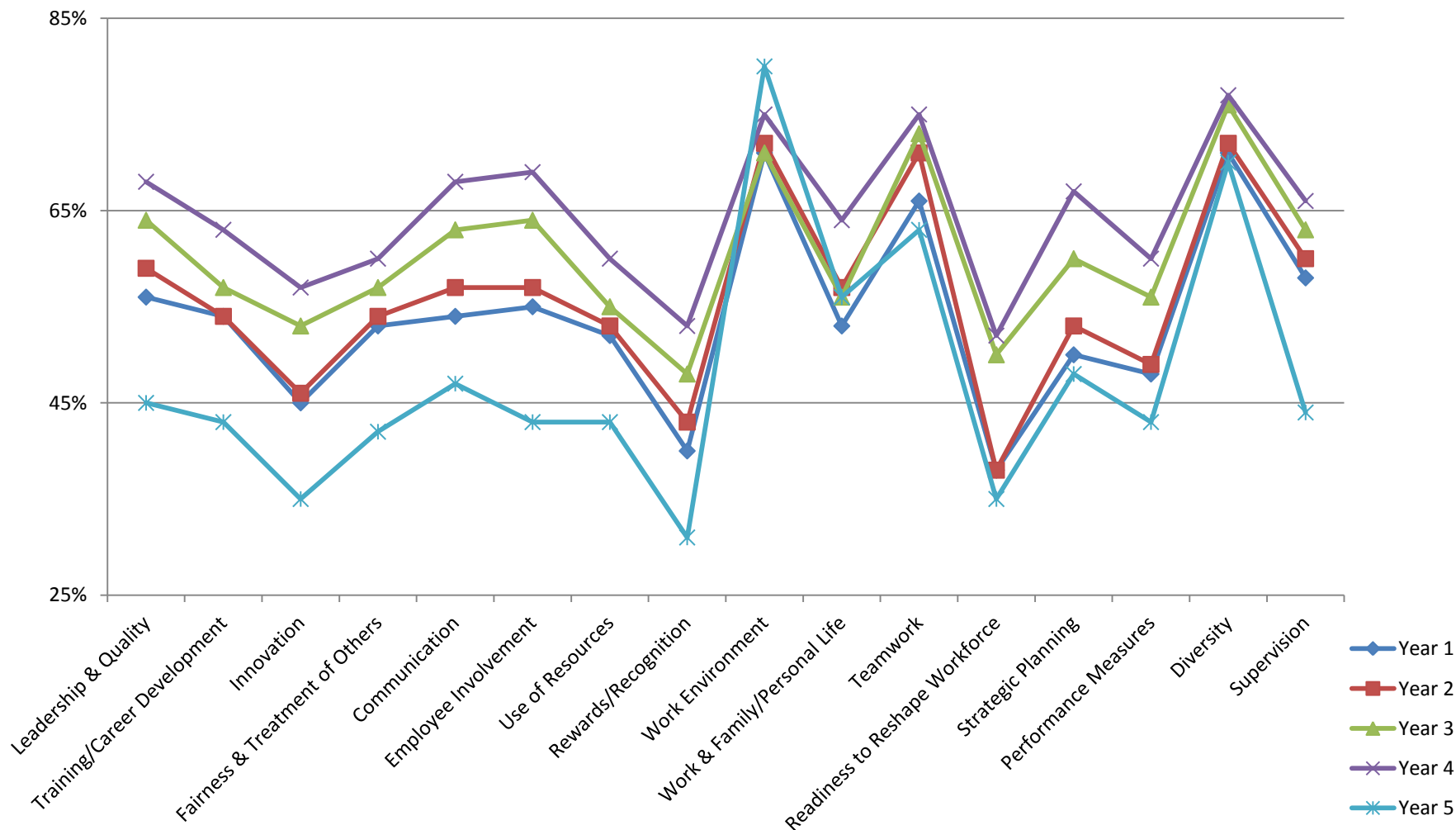
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Why Worry About Leadership? Because it Matters

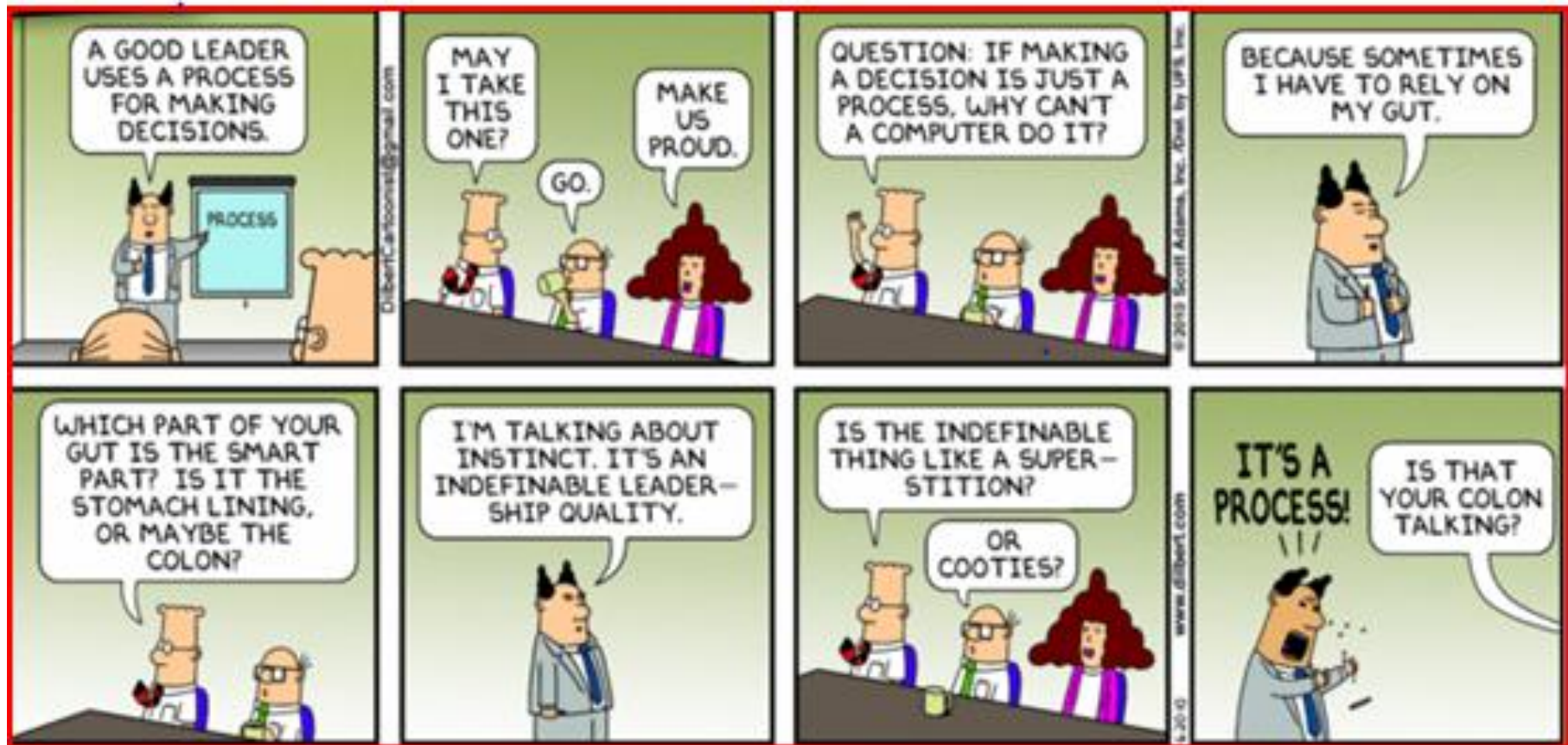


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Why Worry About Leadership? It Is All About Process



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Leadership Thoughts

ADM James G. Stavridis



- Have a Personal Philosophy
- What's Your Leadership Reputation?
- Key Character Traits:
 - Civility - Nobody Needs an Angry Leader
 - Quiet Confidence - You've Already Done the Hard Part
 - Creativity - Why We Hired You!
 - Teamwork and Collaboration: Be a Team Builder
 - Determination: Everyone's Watching, Leader
 - Honesty and Integrity: Bedrock Function
- Family Focus



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Leadership Thoughts

Gen Stephen R. Lorenz



- Balancing Shortfalls
- Keeping Our Eyes on the Ball
- Those Who Do Their Homework Win
- The Toughest Word to Say in the English Language
- New Ideas Need Time and Nurturing to Grow and Bear Fruit
- Leaders Should Not Lose Their Temper - Unless They Plan To
- All Decisions Should Pass the Sunshine Test
- Ego: Both a Facilitator and a Detriment
- Work the Boss's Boss's Problems
- Self-Confidence and Motivation: Keys to Any Great Endeavor
- Apply Overwhelming Combat Power to the Point That Will Have the Most Effect
- Study the Profession and Read - Especially Biographies
- Take Your Job (Not Yourself) Seriously



Source: <http://www.airpower.maxwell.af.mil/airchronicles/apj/apj05/sum05/lorenz.html>

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Leader Attributes First-Level Supervisor



- Set Expectations
- Delegate
- Learn What Motivates People
- Recognize Your People
- Give Frequent Feedback/Ask For Feedback
- Commit to a Standard of Excellence



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Leader Attributes Second-Level Supervisor



- Mentor Others
- Effective Communication
- Embrace Corporate Responsibility
- Role Model
- Motivator
- Strategic Thinker



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Leader Attributes Tomorrow's Leaders



- Exposed to Different Missions (DoD/Interagency)
- Knowledgeable of Resource Management Core Competencies
- Trained in Military Doctrine
- Experienced in a Wide Range of Assignments (Base, Center, Lab, MAJCOM, MILDEP Staff, Joint)
- Strategic Vision, Proven Leader, High Level Staff Experience
- Educated Through Academic Institutions and PME/PCE
- Integrated with the Total Force



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Conclusion

- Multiple Paths to Become a Successful

Leader

Leadership

- On the Job
- Formal Education
- Developmental Opportunities
- Think Outside the Box
- Be Bold! – Nothing is Out-of-Bounds – Make it Happen!

Matters!

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Discussion & Questions?



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