



Managing OR Leading For Turbulent Times

**24th Annual Government Financial
Management Conference**

May, 2014

Richard "Gus" Gustafson

Unpaid Political Advertisement

The CFO Academy



CFO Academy

Mission



- **Preparing 21st Century Government Financial Leaders!**
 - **Positioned in an educational environment conducive to educating, informing and connecting**
 - **Program dedicated to the Federal Financial Management community**
 - **Senior-level guest speakers and students**
 - **Tailored courses/programs to address latest challenges**
 - **Offering flexible graduate-level learning options**
 - **Provided by highly experienced faculty**

Preparing Government Financial Leaders

CFO Academy – Why?

- **Academy Roots:**
 - In 2008, the CFO Council determined that financial managers needed to strengthen their knowledge and understanding in areas such as:
 - ❑ Strategic Leadership and Change Management
 - ❑ Federal Financial Policy and Organization
 - ❑ Performance Management and Accountability
 - ❑ Portfolio Management
- **Primary Sponsors:**
 - DOD Comptroller
 - U.S. Chief Financial Officer Council

Preparing Government Financial Leaders

CFO Academy – Where?

- **The CFO Academy is a component of the National Defense University and the *i*College**
 - **NDU Mission:** Prepare military and civilian leaders from the United States and other countries to evaluate national and international security challenges through multi-disciplinary educational and research programs, professional exchanges, and outreach.
 - ***i*College Mission:** Prepare military and civilian leaders to direct the information component of national power by leveraging information and information technology for strategic advantage.
- **The CFO Academy launched September 2008**
 - **Academy Mission:** To prepare middle-level to senior-level members of the government financial management community for senior 21st Century management and leadership responsibilities.



Preparing Government Financial Leaders

CFO Academy – What?



Degree

- Master of Science (MS), Government Information Leadership (GIL), Financial Management Leadership Concentration
- Transfer to Partner Universities and Colleges

Certification

- CFO Leadership Certificate (CFOLC) Program

Professional Development

Preparing Government Financial Leaders

CFO Academy Summary – Contacts

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http://www.ndu.edu/iCollege/pcs/pcs_cfo_academy.html

Leadership and Management

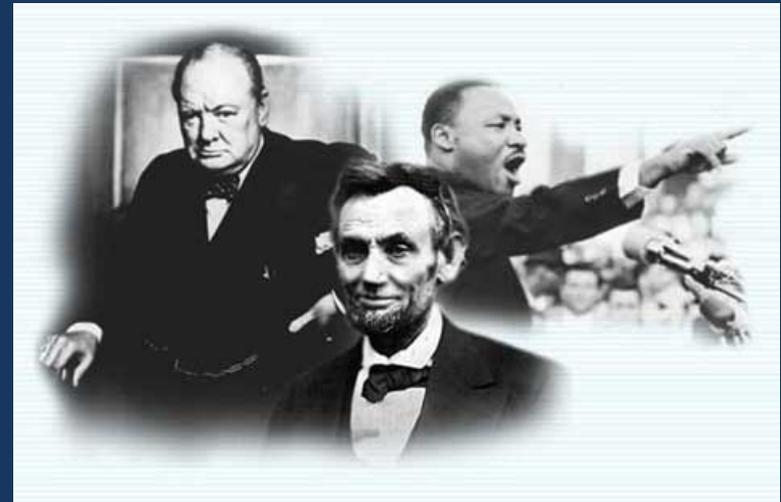
Leadership and Management

- The two functions are totally different
- Both are necessary for the success of an organization



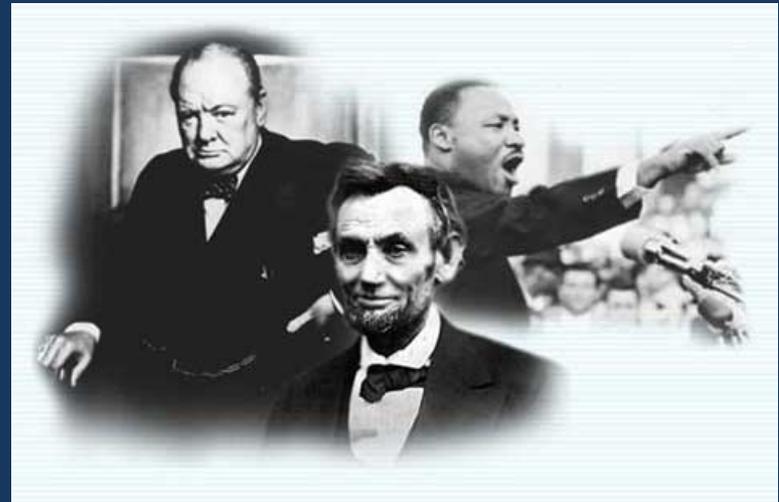
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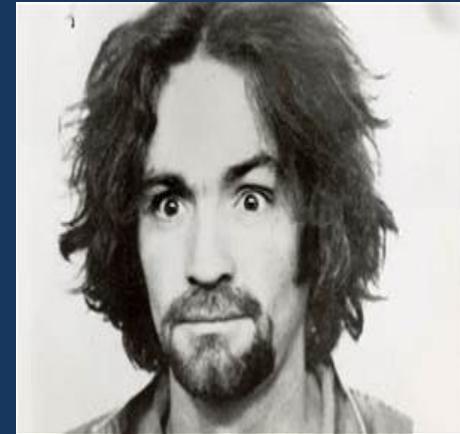
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- Leadership can come from anywhere in the organization
- Management is usually focused on the status quo and incremental improvements
- Leadership usually focused on implementing change



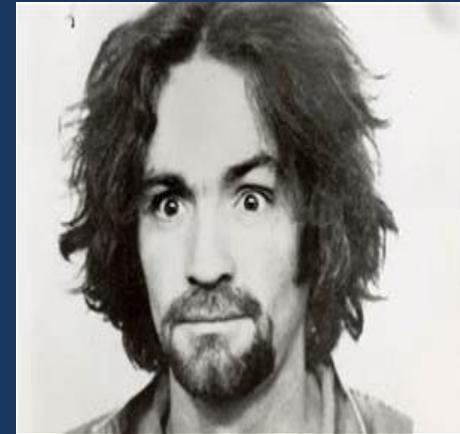
Leadership and Management

- Leadership does not always bring positive outcomes
- Good leaders with bad intent can still lead people to bad results



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On the other side of the coin:

- Bad leaders with good intent can still lead people to bad results



Managing vice Leading

Managing

- Planning
- Organizing
- Budget
- Human Resources
- Reporting
- Controlling

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Leading

- Strategic Planning
- Developing relationships
- Investing
- Motivating/Inspiring
- Implementing change
- Risk Taking

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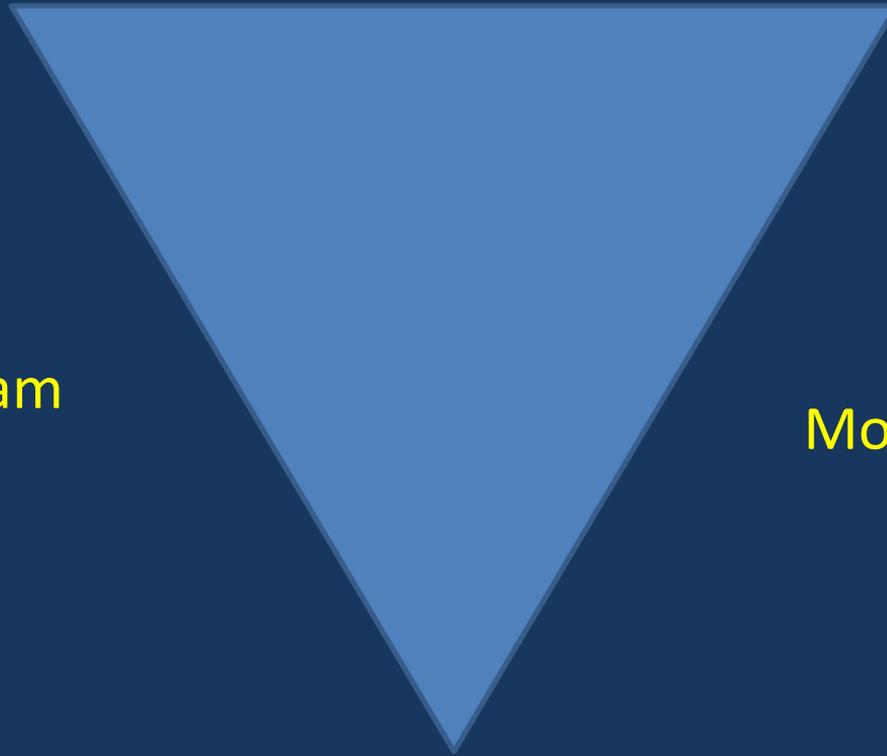
You Manage things and processes....

You Lead people and change!

Let's Focus on Leading

Leading Change

Set Direction



Align the Team

Motivate and Inspire

Leading: A simple view

- *Setting Direction*
- Aligning the team
- Motivating/inspiring the team

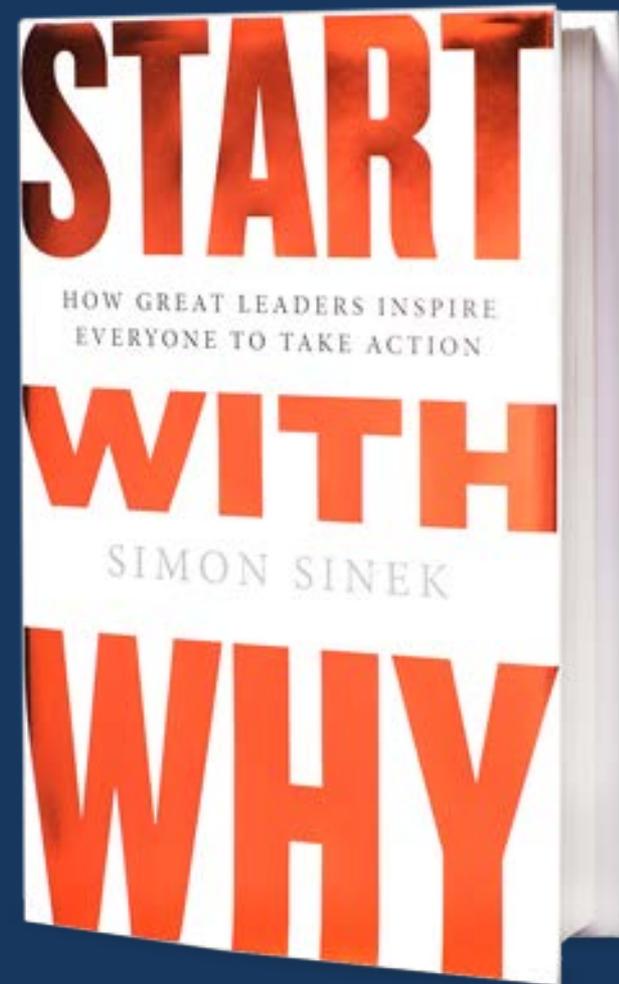


Setting Direction

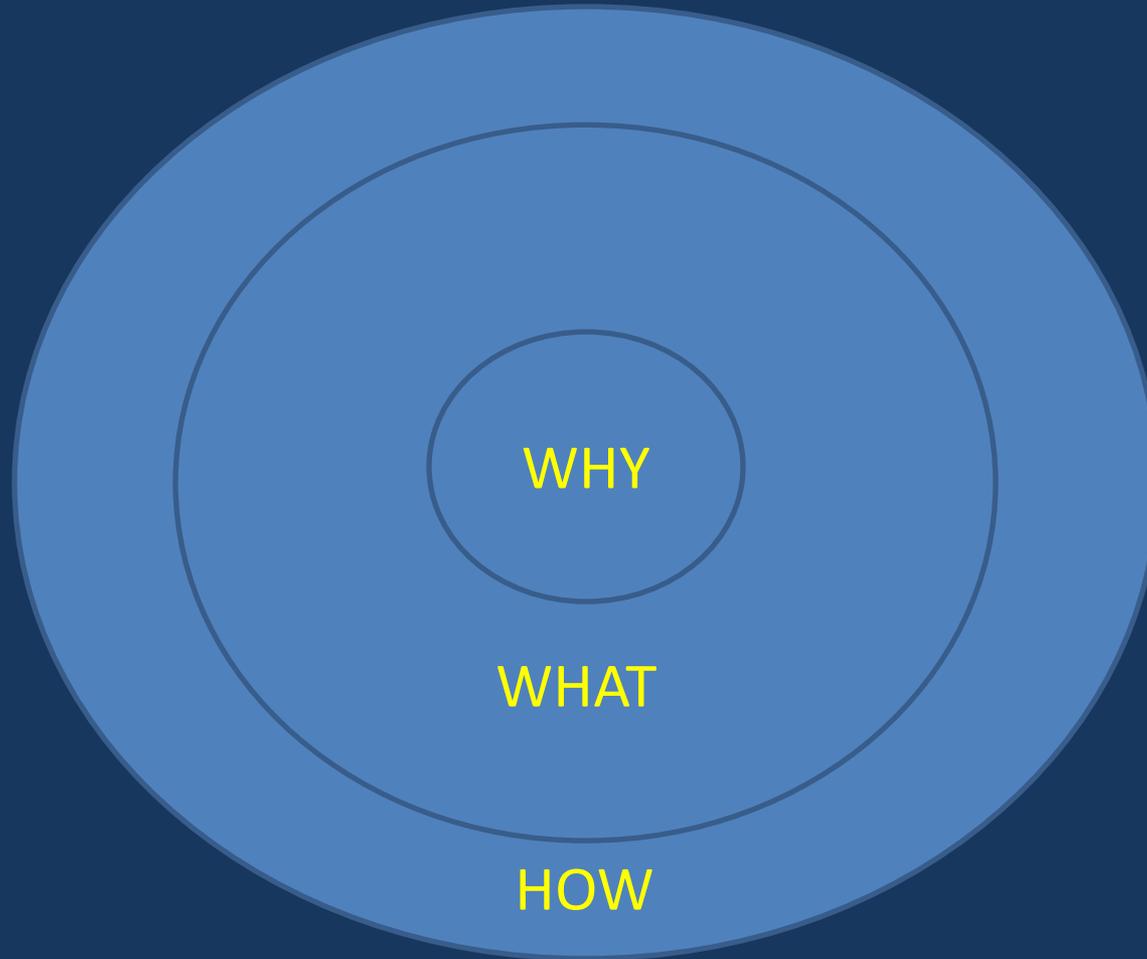
- Today we only get things done through teams
- Usually multi-functional and multi-generational
- Has unique challenges
 - Function
 - Language
 - Business Objectives
- We need a common vision

Setting Direction

- Start with Why
- People will want to know and you will need to set the vision
- “why” can frame your thought process while “what” can cause you to miss the big picture
- Creates a VISION

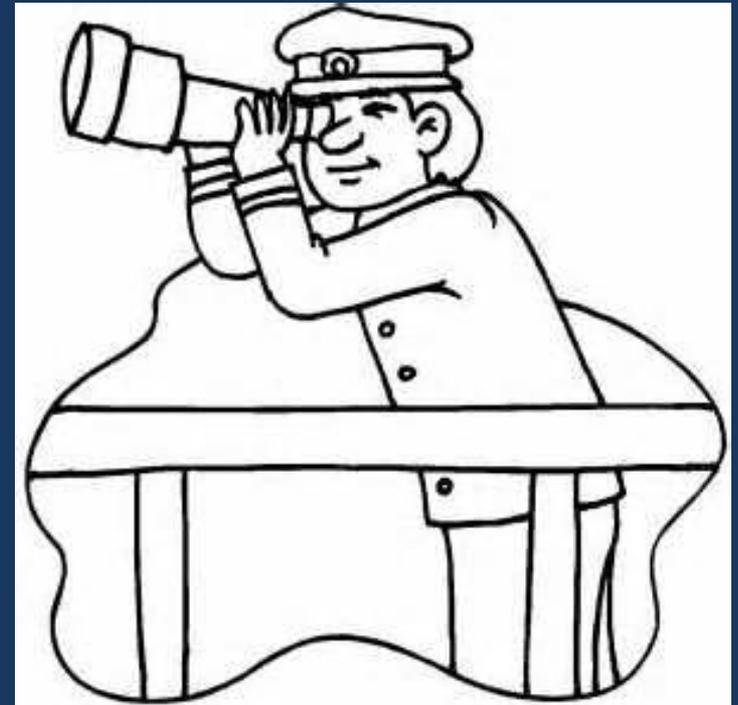


Start with Why It Is About Biology



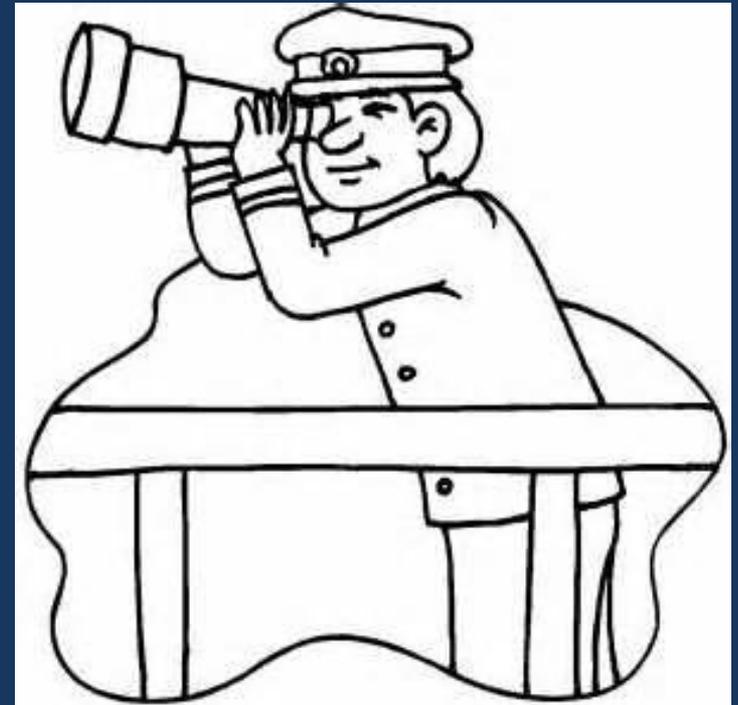
Setting Direction

- Vision provides a view of the “To-Be” state and ensures everyone knows what it is.
- There is a difference between a vision and a mission statement
- Vision is future and mission is now
- Not always a major issue...works for the small things as well



Setting Direction

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What is wrong with this picture?

Setting Direction: A Real World Example

- 1943 FDR to General Eisenhower
- “You will enter the continent of Europe and in conjunction with other United Nations undertake operations aimed at the heart of Germany”



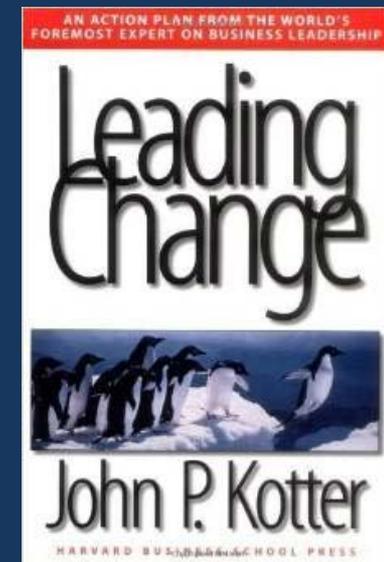
Leading: A simple view

- Setting the Direction
- *Aligning the team*
- Motivating/inspiring the team



Aligning the ENTIRE Team

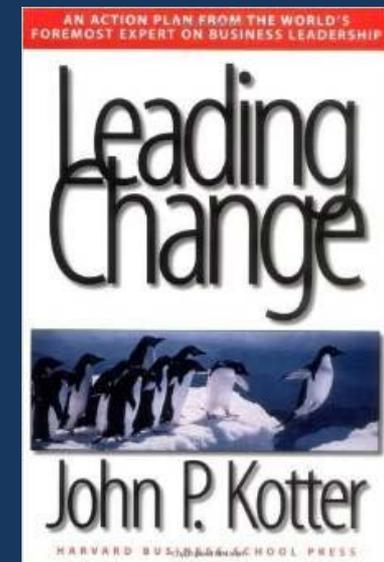
1. Create Urgency



Leading Change, John Kotter, 1996

Aligning the ENTIRE Team

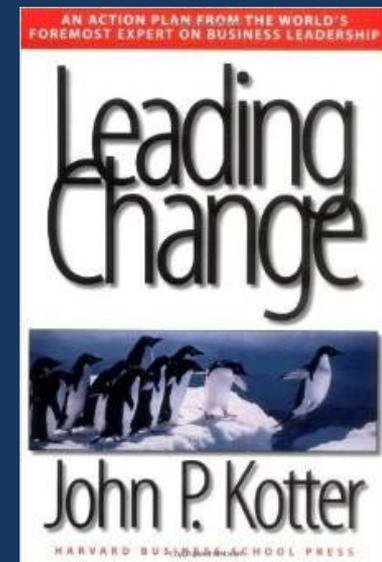
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2. Form A Coalition



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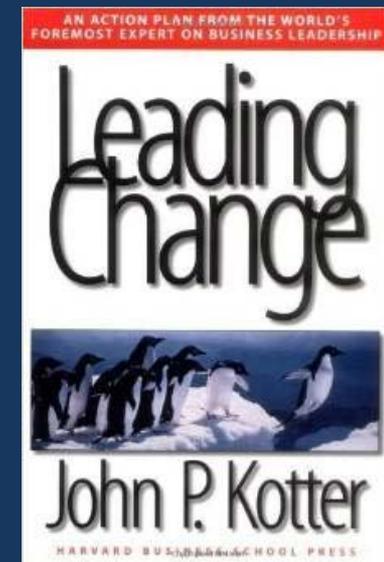
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3. Create a Vision



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Aligning the ENTIRE Team

1. Create Urgency
2. Form A Coalition
3. Create a Vision
4. Communicate



Leading Change, John Kotter, 1996

Communicating the Vision

Four key points:

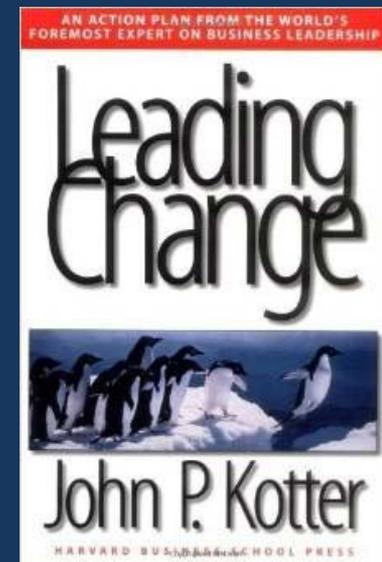
1. Build up the resources for a decisive battle in the Normandy-Brittany region
2. Break out of the enemy's encircling positions.
3. Drive to the Rhine and crossing it until Allied forces
4. clean out the remainder of Germany



Eisenhower added, "This general plan, carefully outlined at staff meetings before D-Day, was never abandoned, even momentarily, throughout the campaign." Crusade in Europe, 1997

Aligning the ENTIRE Team

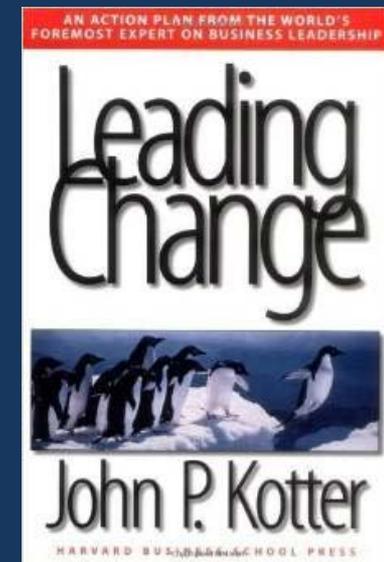
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5. Remove Obstacles



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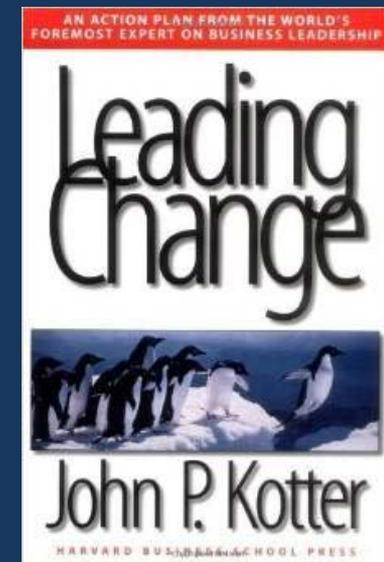
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6. Create short term Wins



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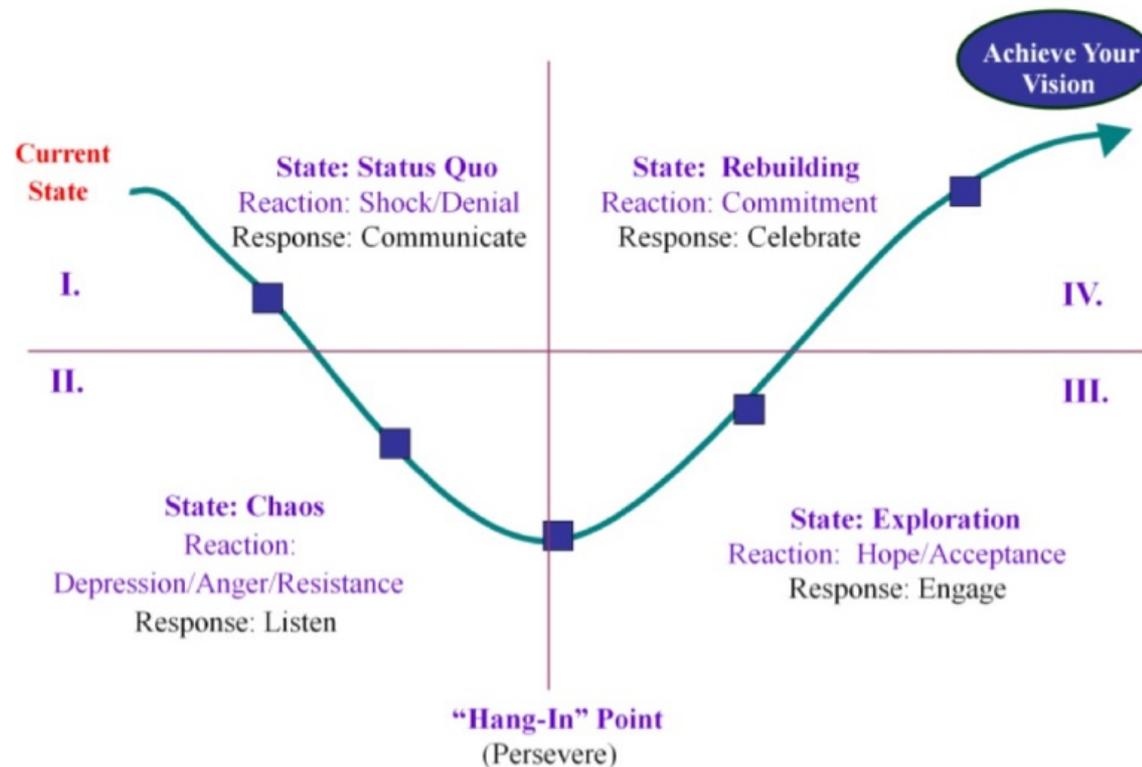
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6. Create short term Wins
7. Persevere



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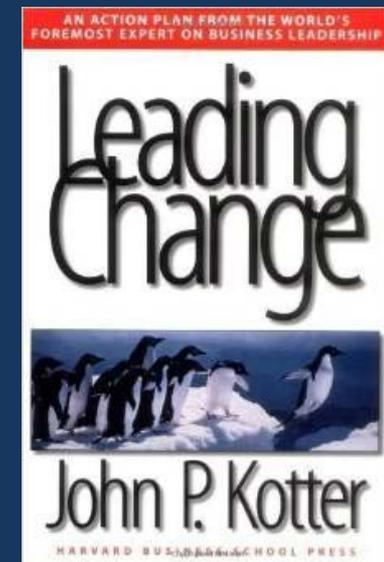
Motivate Through the Tough Times

The Change Curve



Aligning the ENTIRE Team

1. Create Urgency
2. Form A Coalition
3. Create a Vision
4. Communicate
5. Remove Obstacles
6. Create short term Wins
7. Persevere
8. Make the change stick



Leading Change, John Kotter, 1996

Aligning the ENTIRE Team

V Corps order for rear HQ

- 20 May 1944 Copy 43 of 60
- Subject: Plan for Establishment of P
- To: See Distribution List
- 1. Mission. To establish a CP for Headquarters V Corps ashore in the vicinity of ST LAURENT-SER-MER, 665894
- 2. Selection of CP: A site will be selected that will accommodate all officers and enlisted men of HQ V Corps in Force "O" and Force "B".
- 3. Advance Party: At approximately H+120 minutes a recon part of 65 personnel will be put ashore.
- 4. Actual Location:
- 5. Assembly Area:
- 6. Vehicle Assembly Area:.....
- Signed// by a 2Lt.

Aligning the ENTIRE Team

Setting expectations

- How can anyone perform or contribute if they do not know what they are supposed to do or how to do it?
- Take a moment...consider when you were given a task and didn't have a clue
- How did that work out?
- At least we can start with a plan....then the chaos or reality will disturb it....but we have a plan

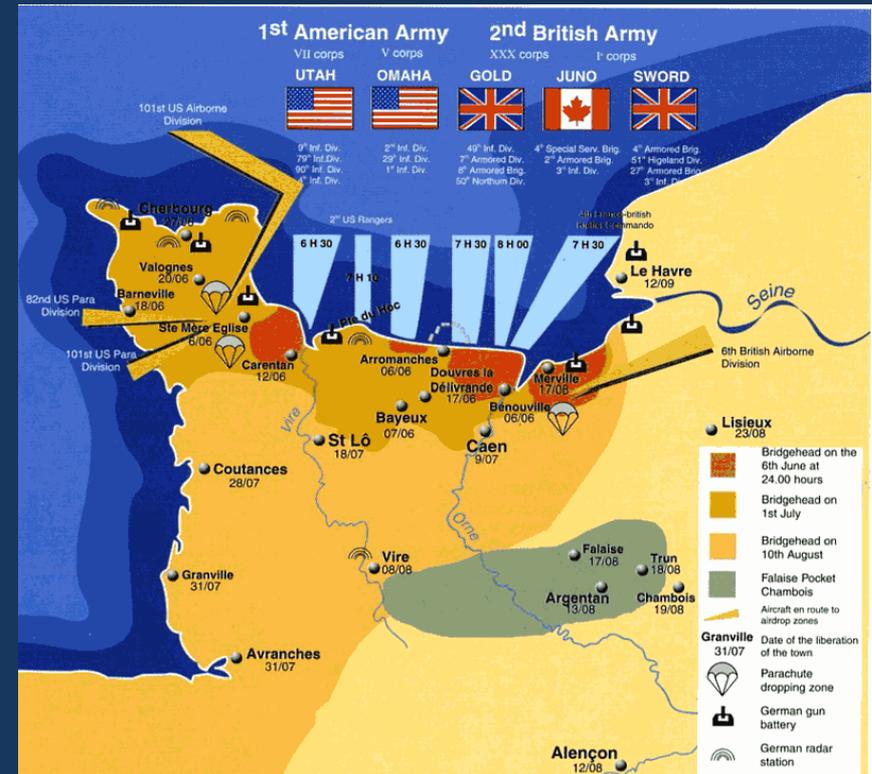
Aligning the ENTIRE Team

Maintaining accountability

- “Our landings in the Cherbourg-Havre area have failed to gain a satisfactory foothold and I have withdrawn the troops. **My decision to attack at this time and place was based on the best information available.** The troops, the air and the Navy did all that bravery and devotion to duty could do. **If any blame or fault attaches to the attempt, it is mine alone.** “ (Signed unreleased memo in case the D-Day landing was unsuccessful, June 1944)

Aligning the Entire Team Update Everyone

- How can the “team” win if they don’t know the score?
- How can the “team” improve if they don’t know where they are at?



Leading: A simple view

- Setting the Direction
- Aligning the team
- ***Motivating/inspiring the team***



Motivate/Inspire

SUPREME HEADQUARTERS
ALLIED EXPEDITIONARY FORCE



Soldiers, Sailors and Airmen of the Allied Expeditionary Force!

You are about to embark upon the Great Crusade, toward which we have striven these many months. The eyes of the world are upon you. The hopes and prayers of liberty-loving people everywhere march with you. In company with our brave Allies and brothers-in-arms on other Fronts, you will bring about the destruction of the German war machine, the elimination of Nazi tyranny over the oppressed peoples of Europe, and security for ourselves in a free world.

Your task will not be an easy one. Your enemy is well trained, well equipped and battle-hardened. He will fight savagely.

But this is the year 1944! Much has happened since the Nazi triumphs of 1940-41. The United Nations have inflicted upon the Germans great defeats, in open battle, man-to-man. Our air offensive has seriously reduced their strength in the air and their capacity to wage war on the ground. Our Home Fronts have given us an overwhelming superiority in weapons and munitions of war, and placed at our disposal great reserves of trained fighting men. The tide has turned! The free men of the world are marching together to Victory!

I have full confidence in your courage, devotion to duty and skill in battle. We will accept nothing less than full Victory!

Good Luck! And let us all beseech the blessing of Almighty God upon this great and noble undertaking.



Dwight D. Eisenhower

- Look at carefully
- “You are”
- “Crusade”
- “destruction of German war machine”
- “elimination of Nazi tyranny”
- “your task will not be easy”
- “I have full confidence’

NOT A WORD WASTED

Motivating and Inspiring The Entire Team

- Let's Invade Europe!



Motivating and Inspiring The Entire Team

- Different perspective
- Different languages
- Different cultures
- Different measures



Motivating and Inspiring The Entire Team

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-
- British, Canadian and U.S.
 - Navy, Air Force, and Army



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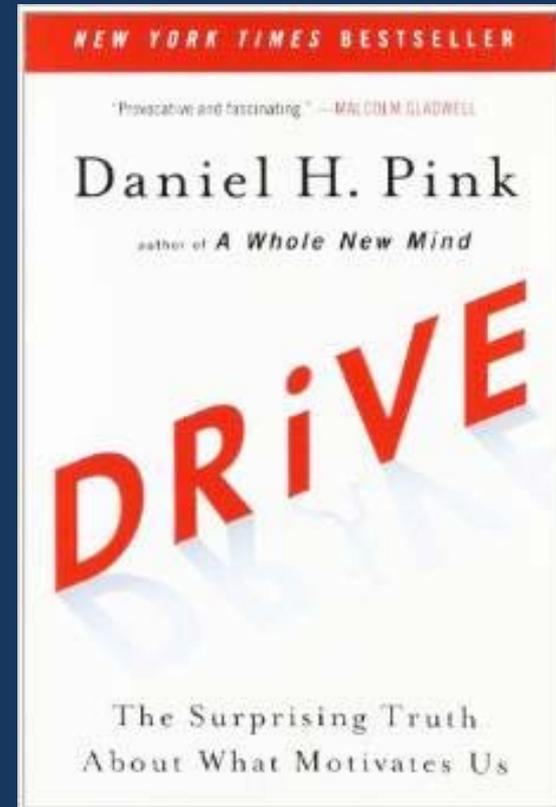
- British, Canadian and U.S.
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- **Bottom Line: Different things motivate different groups and people.**



Drive

- Latest attempt to bring new light to what makes us tick
- Suggests that more recent generations are motivated by “THE WORK”
- Theory X vice Theory I
- Three main issues:
 - Purpose
 - Autonomy
 - Mastery



Is Leadership Enough?

Leadership IS NOT Enough

- Need management to execute
- Need leadership to weather the storm



Berlin Airlift



A Total Approach

- Need creativity to get best solutions
- Need systems thinking to get most holistic solution



Summary

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- We need Leadership and Management
- Leading Teams requires
 - Direction
 - Alignment
 - Motivation
- Different leaders fill different roles at different times



Questions?

