



WELCOME TO THE

2016 SAME Small Business Conference

for the Federal A/E/C industry

November 16-18, 2016

Atlanta, Georgia

SAME



Welcome to Leading Small Teams to Greatness

- Moderator: Cindy Lincicome, Preconstruction Director, Betance Enterprises, Inc.
- Speaker: Colonel Mickey Addison, USAF, M.SAME



Leading Small Teams to Greatness

Colonel Mickey Addison, USAF, M.SAME
Commander, Detachment 2, Air Force
Installation & Mission Support Center
JB Pearl Harbor-Hickam, HI





Objectives

1. Understand leaders must have a good understanding of their environment when leading change
2. Understand the planning process is important, but can't done in a vacuum
3. Understand leaders must lead from the front and keep their eyes on the horizon during the change process
4. Understand that part of the process is getting ready for the next wave of change





About Me

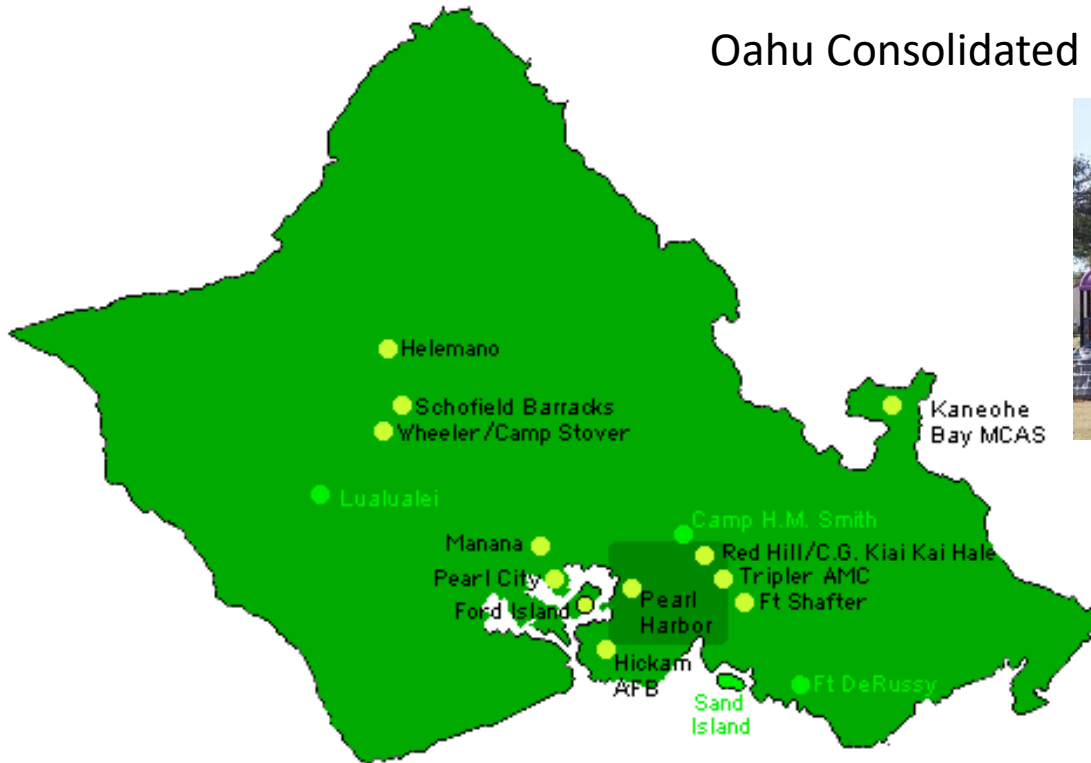
- Two decades leading change:
 - 1993-94: Kelly AFB – New org for “Intelligence Engineers”
 - 2002-2003: Kuwait - largest build up since Op Desert Storm
 - 2005-2007: Barksdale AFB: Transformed and increased readiness posture from lowest to highest possible
 - 2009-2011: OSD – Operationalized Joint Bases
 - 2011-2013: USAFA – Transformed during “Sequestration”
 - 2013-2014: PACAF/A4/7 – “4 offices in 24 months...”
 - 2015-pres: AFIMSC – Stood up AF’s Installation “Command”





Why Lead Change?

Oahu Consolidated Military Family Housing '84-'94



“A lack of hard data on effectiveness led to dissolution of the project just as it was showing positive gains.”
- OSD official.





Why Lead Change?

FRONT PAGE POLITICS BUSINESS WORLDPOST PARENTS LIVING STYLE ENTER

Business • Working Poor • Joint Venture • The Home Stretch

Canada Should Have 100 Million People By 2100, Liberal Advisors Say

Get Used To Living In Smaller Homes, Canadians

BlackBerry's 'iPhone Killer' For Verizon Turned Into A Flop: Report

The Huffington Post Canada
Posted: 09/30/2013 12:22 pm EDT | Updated: 09/30/2013 12:24 pm EDT

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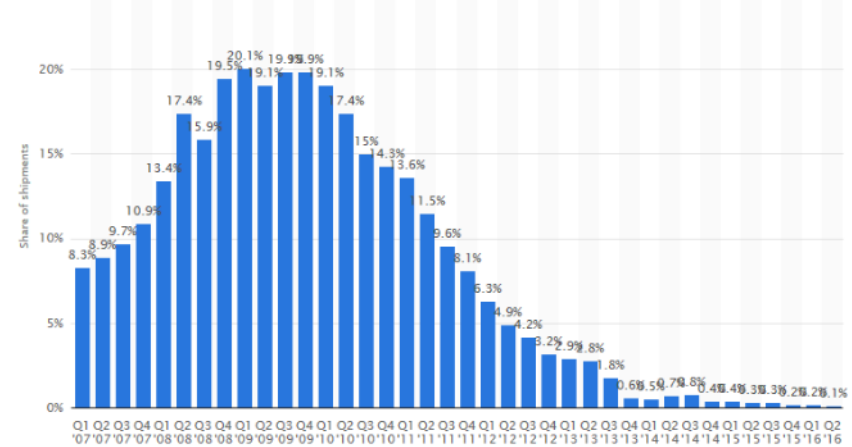
Verizon Wireless approached BlackBerry maker Research In Motion in 2007 to help them create an "iPhone killer" but BlackBerry failed to live up to the challenge, an investigative report in the *Globe and Mail* has found.

The news comes after *Fairfax Financial* last week offered \$4.7 billion to buy BlackBerry, and after the company announced it had lost \$965 million in the second quarter, with revenue declining a sharp 45 per cent.

It was the latest sign that the company's BlackBerry 10 lines of phones has failed to turn the company's fortunes around.

Source: huffingtonpost.ca

Research In Motion Market Share '07-'16



Source: statista.com

"The most exciting mobile trend is full Qwerty keyboards. I'm sorry, it really is. I'm not making this up."

- RIM CEO Mike Lazaridis, May 2008.





What's Changing?



Construction Trends:

- Increased use of 3D modeling in design and project management
- Increased Off-site and Pre-fab
- Increased focus sustainability, energy savings, & smart buildings
- UAVs and robots
- 3D printing on-site
- Enhanced job safety

National Trends

- More immigration
- Skilled labor and engineer shortage continues
- More women in leadership positions
- More international trade
- Federal sector remains unpredictable
- Construction market stable





The *Real* Reason to Lead Change

*If you ain't the lead dog, the
view never changes!*
- Lewis Grizzard





Change is...

- ...a part of life and a part of business.
- ...is like surfing---do it right or wipe out!



- Leaders who don't lead their organizations through change, will ultimately allow change to overwhelm them.
- “Surfing the Wave of Change” is a three-step process for leading any organization through change.





Step 1 - Survey the Environment





Step 1 - Survey the Environment

- Agile teams anticipate and lead change -- actively look for trends or problems
- Take time to observe the environment. Where is the industry heading? Society? The Economy?
- Ask yourself the hard questions:
 - *What's my mission?*
 - *Why do I need to change?*
 - *What will this cost?*
 - *Am I leading or lagging?*





Who's On Your Team?

Your
Employees

Professional
Organizations

Competitors

Local
Officials

Clients

Academia
The Press

Other
Business
Units

Contracting
Officer

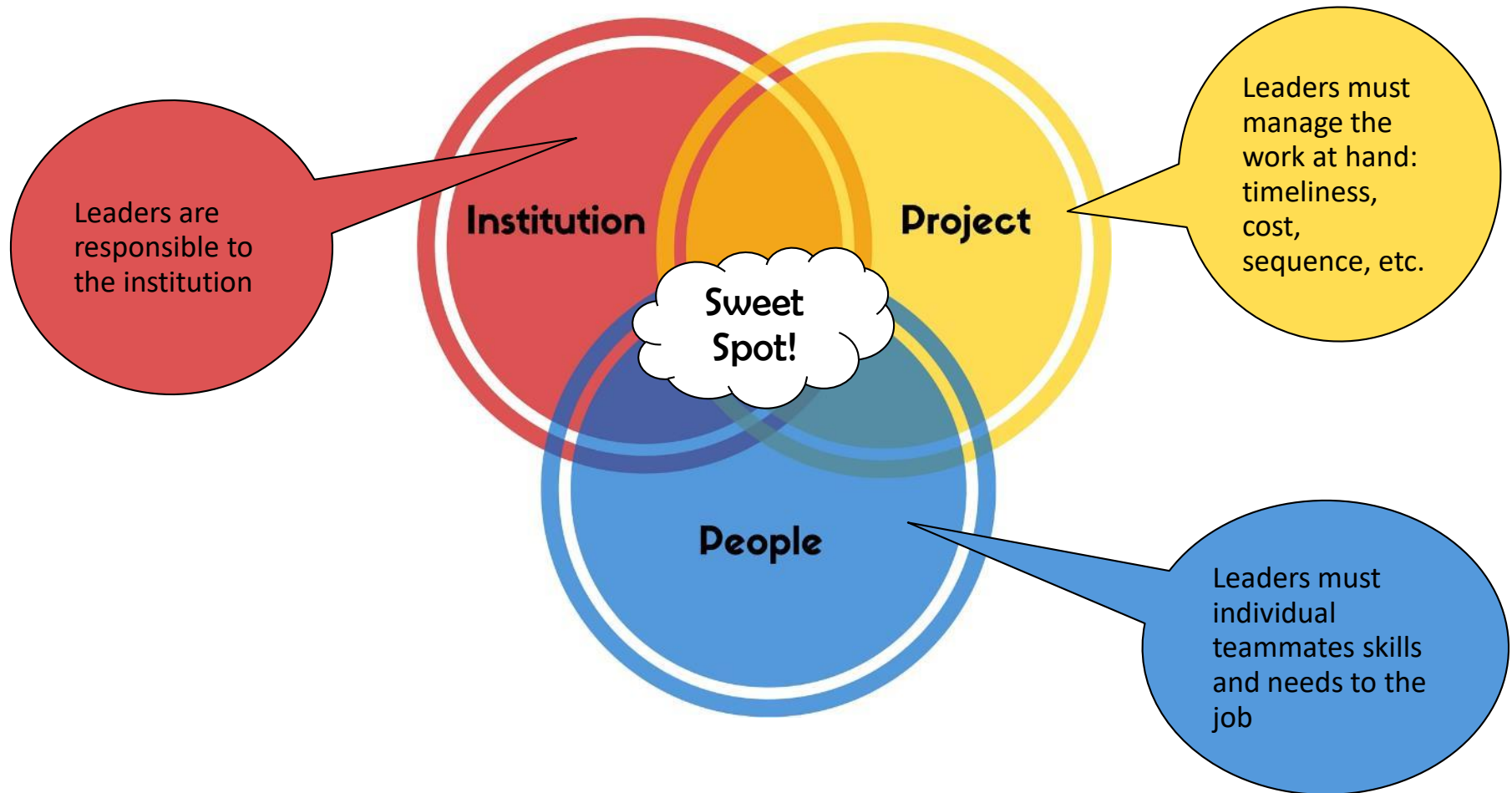
Community

Suppliers



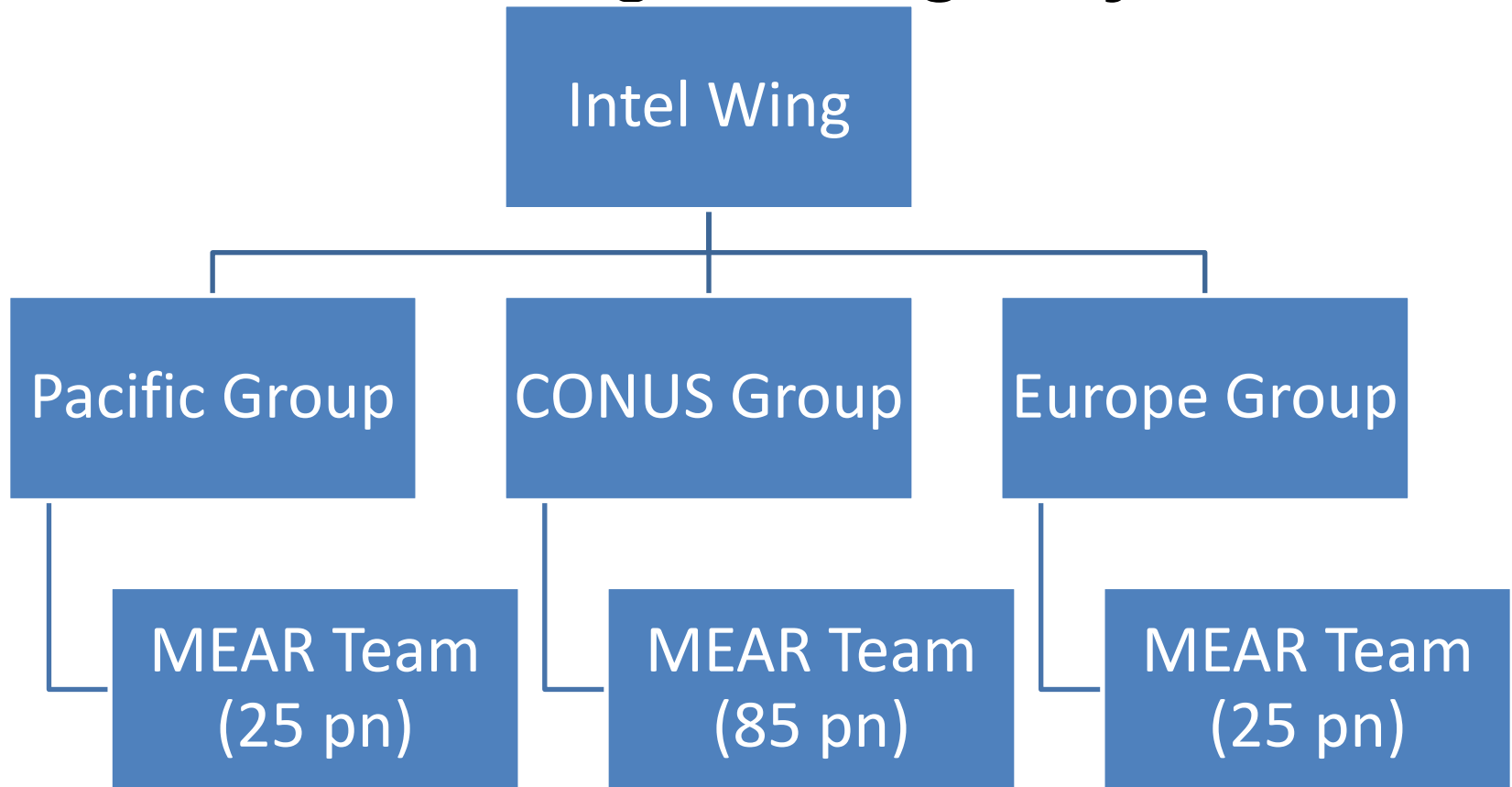


The Leader-Sync Model





Vignette - Global Engineering Support to the Air Intelligence Agency - 1993





Step 2 - Make a Plan





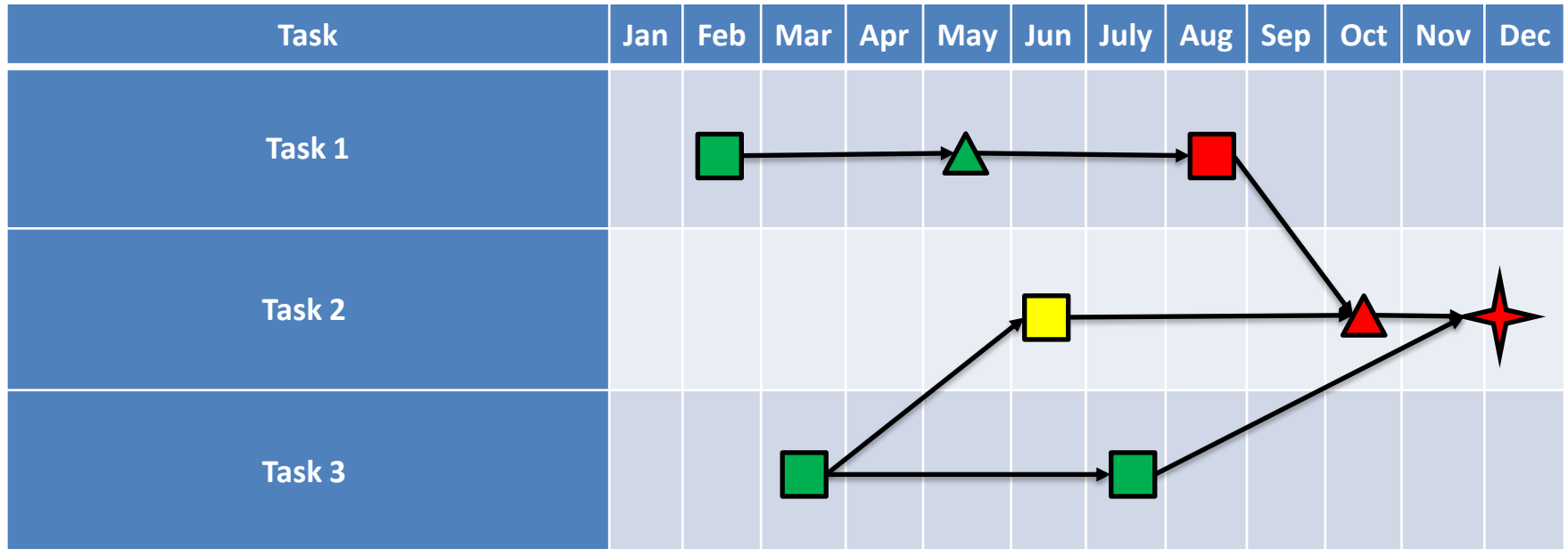
Step 2 - Make a Plan

- Effective leadership a vision of what future success looks like
- A clear focus prevents getting off track
- Be flexible---the world doesn't stop spinning!
 - Watch for changes and adjust your plan
 - Anticipate barriers to making the plan and mitigate them





Plan of Action & Milestones (POAM)



- On Track
- Behind
- Needs Intervention

Milestone Decision Point Goal





Key Questions for Constructing a POAM

- How do we measure progress? (Milestones)
- What are the decision points?
- Who has the authority to say “Yes”?
- What forums / methods do we make decisions?
- What is the criteria for moving past a milestone or making a decision?





Vignette: Transfer of USAFA 911 Services to El Paso County 911





Step 3. Implement the Change





Step 3. Implement the Change

- Change will come whether you want it to or not!
- No plan has value unless you actually implement!
 - There's no “perfect plan” – never let “perfect” be the enemy of “good.”
 - Plan for problems during implementation – establish structure to deal with those issue
 - Relationships are *KEY* – both internal and external
- Look for opportunity where others see disaster
- You can *never* communicate with stakeholders enough
 - “Over-communication” with stakeholders during change is virtuous
- Don't forget to plan for the *next* change!
 - It does no good to get an “epic ride” and end up in the “washing machine”!





Step 3. Implement the Change

- Who / what are potential interruptions?
- Who / what are potential accelerators?
- What's changing around me *now*?
- What's the *next* change look like?





Vignette: Standing up the AFIMSC Detachment at JB Pearl Harbor-Hickam





Summary

- People will respond to well-led change--and the agility gained by doing it right will pay off on the bottom line.
 - Survey the Environment
 - Making a Plan
 - Implementing the Change

More Resources at www.mickeyaddison.com/SBC2016



I'd love to connect with you!



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