Leadership Pot Luck
by COL Dan Thomas, GC, Fort Meade

Garrison Leadership: Enlisting Others
by COL Charles Allen (Ret), Army War College

Workforce Development:
The Foundation for Sustained Success
by COL Wayne A. Green, GC, Fort Leavenworth and Jennifer Mootz
their experiences, from assignment to assignment, in a structured environment. Additionally, these progression ladders should be focused on various career paths that appeal to emerging leaders across the Army.

Civilian professional development in the Army has not received the same emphasis as our OES/NCOES programs. This stems largely from a lack of emphasis on professional development due to competing requirements and limited resources. IMCOM Regulation 350-1 begins to address these issues with the appointing of the Garrison Training Program Manager and initiation of the Army Centralized Individual Training Solicitation (TACTS) survey. However, this program is new and will take time to develop. Until the funding stream matures, I recommend a dedicated line of accounting for IMCOM employees, fenced exclusively for professional development. Additionally, a Common Level of Support must be established and dedicated to performing the Training Program Manager tasks. To create adaptive leaders, either through 350-1 or another program, the Army must make professional development a cornerstone over the next decade to effectively transform Line of Effort 3—Leader and Workforce Development—from paper to program. With constrained budgets and growing mission requirements, training courses are typically the first to suffer. Leader and workforce development must be sustained through dedicated resourcing. Fencing these resources demonstrates the Army’s commitment to the individual and demonstrates inspirational leadership from the top down.

COL Thomas D. Macdonald was commissioned as an Infantry Lieutenant with a Bachelor of Business degree from Columbus College in Columbus, Georgia. He has served in several command and staff positions in CONUS and overseas, including as a task force commander during Operation Iraqi Freedom II and as a regional tactical officer for the Corps of Cadets at the U.S. Military Academy.

Garrison Leadership: Enlisting Others

by COL Charles Allen (Ret.), U.S. Army War College

Command of a garrison requires a leader who understands it is unlike any other assignment. Writing for an earlier edition of the Journal of Installation Management (JIM), I offered a perspective to those officers about to assume garrison command and provided recommendations to help an incoming garrison leader make the most of the first 90 days in command (Allen, Journal of Installation Management online, Summer 2009). The key components of the leader transition were to prepare for command, to learn the command, and to establish a personal network of installation professionals.

The new garrison commander (GC) prepares by internalizing the Installation Management Campaign Plan and other Installation Management Command (IMCOM) policies and strategies, while learning directly from those with garrison experience. This edition of the Journal includes articles from garrison commanders that discuss the many facets of leadership and workforce development and the kinds and depth of tasks are also challenging—without authority leading up, one could say this is the paradox of leader and community members who are the constituents and key stakeholders, but also important mentors. One could lead and understand and have been very successful in applying the basics of leadership as captured in our Army doctrine. Field Manual 6-22 Army Leadership (2006) provides a concise definition of leadership as “a process of providing purpose, motivation, and direction to accomplish the mission and improve the organization.”

Leading the Organization

Officers selected for garrison command understand and have been very successful in applying the basics of leadership as captured in our Army doctrine. Field Manual 6-22 Army Leadership (2006) provides a concise definition of leadership as “a process of providing purpose, motivation, and direction to accomplish the mission and improve the organization.”

Some Commanders had not worked with a predominantly Civilian workforce...add to that stakeholders—customers (family members, Host Nation politicians, US politicians, etc.). Suddenly you are forced to think (strategically) across several spectrums...the kinds and depth of tasks are also challenging - the GC has to know a little bit about a lot of things. -Region Director

Our officers have demonstrated great competence with direct leadership while in a variety of command and staff positions. Officers selected for garrison command have ‘made the cut’ with successful company-level commands of tactical Modified Table of Organization and Equipment (MTOE) units and high performance in field grade assignments such as executive officer and operations officer for battalions and brigades. Many GC lecturers have served as staff officers on division and higher-level staffs of such large and complex organizations.

As these officers transition to garrison command, the same leadership principles from operational units apply to leading the installation workforce and its staff. This garrison team consists of the directors and supervisors, the workforce, and the contractors who provide essential services for base support operations under the Common Levels of Support (CLS). The mem-

References:

“A Leader Development Strategy for a 21st Century Army” (2006), 1
*Ori Brafman and Rod A. Beckstrom, “The Starfish and the Spider” (United States of America: Penguin Group, 2005), 88
*Lee Cockerell, “Creating Magic” (New York: The Doubleday Publishing Group, 2008), 54
*V. Cockerell and A. Beckstrom, “The Power of Alignment” (Canada: John Wiley & Sons, 1991), 27

vLee Cockerell, “Creating Magic” (New York: The Doubleday Publishing Group, 2008), 54
*Ibid, 50
**Ibid, 139
The direction for the workforce is provided not only by the strategic plan for the garrison, but also with policies and implementing guidance from the parent command, IMCOM. The key function of the commander is to assign priorities aligned with the core capabilities required from the garrison by its customers. This is especially important in an environment of scarce resources, competing requirements, and uncertainty. Hence, the strategic direction provided by the garrison commander with the vision and mission statement must be consistent with the daily realities faced by the workforce.

Leading an organization is probably the most natural and comfortable role for the garrison commander. While the context may be different with a predominately Civilian and contractor workforce, the underlying leadership principles are the same. Successful commanders get out of the office and lead (not manage!) by walking around and talking to people at all levels—from the clerks and childcare providers to the range control specialists—in the organization. These leaders also use proven communication and recognition events such as workforce town hall meetings, annual “state of the community” briefs, and award ceremonies. The enduring leadership principles are to inform, engage, and demonstrate appreciation to the most essential element of the garrison—its people.

Leading without Authority

The more unfamiliar territory is leading either those who are not under the commander’s direct authority but to whom they have the responsibility to serve, or those who can assist in providing service to customers in the garrison. Jim Collins (2007) acknowledged the essential leadership requirements for public and civic organizations. Collins holds that leadership of hierarchical organizations is qualitatively different from the lateral leadership required for garrisons. In this context, leadership is more about influence, finding common purpose, and building consensus than about giving direction. The GC provides leadership for peers that are the tenant commanders, for the Family members and residents, for the members of the local community, and for the volunteers that support the installation.

For each of these groups, the policies of the garrison directly or indirectly affect the operation of the units and the quality of life of those associated with the installation. There are several examples that come to mind. For tenant units, access to quality ranges and facilities is critical to training in Core and Directed Mission Essential Task Lists (CMETL, DMETL). Soldiers and their Families are directly affected by the availability of child and youth services that are of immense importance with our Army’s pace and frequency of deployments. The quality of life for installation users is indirectly influenced by the partnership the GC has with several tenant activities outside of the chain of command. These activities include Army and Air Force Exchange System, Defense Commissary Agency, Department of Defense Dependents Schools, as well as other Defense units. The GC must also develop partnership with public administration (county and city officials) and civic organizations (e.g., Chamber of Commerce) in the local community.

We have all experienced the good work of volunteers from both on-post and the local community members (retirees, veterans, and civic groups) that complement existing IMCOM programs. Where would we be without the volunteers who coach youth teams, organize chapel support programs, man information desks at clinics and hospitals, lead scouting activities, and raise funds for scholarships? From my experiences, celebrating the contributions and successes of those who offer their time and energy is a worthwhile investment for the garrison and a primary purpose for annual renewals of the Community Covenant. The GC actions offered below provide an equivalency of purpose, motivation, and direction when leading without authority (Warner, 2002).

- Communicate a desired future.
- Create a common goal.
- Enhance relationships inside and outside the command.
- Embrace new opportunities.
- Build teams, create trust and manage conflict.
- Negotiate agreement and commitment among stakeholders.
- Strive for continuous improvement and excellence.
- Demonstrate conviction to values.
- Recognize others’ success.

The GC should recognize that groups that are “outside chain of command” and volunteers are important stakeholders in the successful operation of the installation and, in turn, the greater community. As such, these stakeholders and their interests should be captured in the strategic planning process. This can be accomplished through representatives in the process or by soliciting input from focus groups. The GCIs have to go to the GC Conference with an intentional engagement strategy. After my first GC Conferences, I made sure I had my “to do”/“to see” list for every other one I went to. I also took every opportunity to talk to any ACSIM/IMCOM SES that visited here.

-Garrison Commander

Recognition through the Army Communities of Excellence (ACEO) program is the culmination of well-developed goals and successfully executed strategies. Customer service and satisfaction is the hallmark of excellence in installation management. The ACEO program is an annual competition that uses a modification of the Malcolm Baldrige National Quality Award Criteria and showcases the good work garrisons do within their communities (Wilson, 2007). It illustrates the value of partnership among those who deliver essential services and provide for the quality of life for Soldiers and Families.

Participation in the ACEO competition makes the garrison a better team and enables continuous improvement.

Leading Up

The most uncomfortable aspect of garrison leadership may be the necessity to lead those who are considered “bosses.” For garrison commanders there are a number of “bosses.” The garrison chain of command includes the Senior Commander of the installation, the Region Director, and the IMCOM Commander and Deputy Commander as well as their respective staffs. Wharton School Professor Michael Useem (2001) captured the...
The **purpose** of this team must have a sense of purpose and understand what value they bring to the organization. That value is tied to the perception of doing meaningful work, which is powerful motivation for employees. The garrison commander should also communicate that it cares for the employees by providing the resources (e.g., people, funding, equipment, and time) to do the job, the training to do it well, and the developmental opportunities for self-improvement. The climate and culture of the organization should be such that each member sees himself as necessary for the success of the organization. Early in the command (within the first 90 days), the GC should conduct an organizational diagnosis to assess the culture and command climate using the existing IMCOM tools of the organizational self-assessment (OSA). The OSA is a framework developed by the National Council for Performance Excellence that IMCOM has adopted to provide a holistic view of garrisons.

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Recognition through the Army Communities of Excellence (ACOE) program is the culmination of well-developed goals and successfully executed strategies. Customer service and satisfaction is the hallmark of excellence in installation management. The ACOE program is an annual competition that uses a modification of the Malcolm Baldrige National Quality Award Criteria and showcases the good work garrisons do within their communities (Wilson, 2007). It illustrates the value of partnership among those who deliver essential services and provide for the quality of life for Soldiers and Families. Participation in the ACOE competition makes the garrison a better team and enables continuous improvement.
The essence of this leadership challenge in Leading Up: How to lead your boss in you both win. Leading up is “a matter of offering a boss your strategic insights or persuading a superior to alter direction...It requires an ability to work in two directions at once, of stepping into the breach when nobody above you is doing so – and of listening to those below you when they have much to offer you.” (Useem, 2002). Leading up requires a potential shift in how the officer has operated in past assignments where the mission and priorities were well defined, the resources were relatively fixed, and the organization was inherently responsive to direction. In garrisons, each of these conditions may be challenged.

Several external factors affect garrisons. Army Command, Army Reserve (ARFORGEN), Base Realignment and Closure (BRAC), result in changing missions and priorities and, ultimately, resourcing. Garrison commanders have “ground-truth” appreciation of the unique requirements and the challenges of their garrisons. While the Assistant Chief of Staff for Installation Management (ACSIM) develops policy and IMCOM builds the supporting strategies from the corporate perspective, that centralized planning has to account changes in policy and priorities. The garrison commander recognizes the same responsibility to lead up occurs with the leadership of IMCOM and ASCIM. Garrison commanders have the opportunity and the obligation to engage these senior leaders to advocate for their installations. In addition, commanders point out systemic issues that can hurt the performance of the services and infrastructure elements of the Army Core Enterprise Concept. We have all commented that the ubiquitous “they” from higher headquarters do not understand what is needed at our level and that “they” are disconnected from reality. Garrison commanders also have the opportunity to provide insights and other solutions based upon an intimate understanding of their local installations and personally experiencing the challenges of implementing IMCOM strategies.

To lead up requires that the GC establish a relationship of trust and credibility with those higher in the chain of command. As Useem (2002) offered, “upward leadership is not about seizing power, undermining your boss, ingratiating yourself, or otherwise augmenting your stature at the expense of others. It is about serving the organization and the people it serves – whether customers, owners, or constituents.” The First Principle of service to others goes back to the Army definition of trust. Leadership is about accomplishing the mission and improving the organization. The engagement with senior leaders should never be serving or overly parochial. Garrison commanders are expected to advocate for their installations and their workforce. To be effective advocates, commanders must interact with those leaders who provide strategic direction and have access to resources. In developing the relationship, there is balance with the frequency of contact, the amount and type of information provided and discretion in when to engage. Knowing the personalities, preferences, and decision-making styles of the senior leaders is essential. The commander should understand what is important for senior leaders to know and consider as the leaders strive to accomplish their respective missions. The commander should have good appreciation of the issues, have completed a thorough assessment of the perceived problem, and offer viable solutions. Garrison commanders should be aware that competence is presumed by virtue of the command position, but confidence in one’s judgment is earned in the relationship.

The Synergy of Enlisting Others
After my base support battalion command tour, I became the Chief of Inspections, United States Army Europe (USAREUR). As an Inspector General, I had the opportunity to visit each base support battalion (BSB) and area support group (ASG) (both are now designated as US Army Garrisons) and every installation in the command. With few exceptions, the commanders of those O-5 and O-6 level garrisons did not have prior experience with installation management. They were, however, like the garrison commanders of today, charged with supporting an Army that had rotational deployments and were subject to short-notice missions. We in USAREUR were “On Point for the Nation.” The base operations mission was the same—to provide bases to house and train combat-ready units, to provide quality of life for the Soldiers, Families, Civilians, and retirees in the community, and to enable the deployment of the units when called.

The commanders and their command teams built upon their fundamental leadership skills to lead the workforce of Civilians and local national employees. The commanders realized that the success of their military communities was inextricably linked to partnering with tenant units, with the volunteer activities led by spouses and retirees, and with the members and leaders of the local German communities. The commanders established relationships of trust with the Senior Commanders that were developed by the garrisons demonstrated the ability to fulfill core mission requirements in challenging environments (resourcing, competing priorities, and uncertainty). The most successful commanders transitioned from the focus on leading the organization to leading without authority and leading up to influence their bosses to accomplish the “Big Picture” goals. Garrison command requires that total package of leadership.

The synergy of combining the three leadership foci results in a qualitative increase in mission performance. How can one know? The four base support battalions in our 9th Area Support Group all placed in the top five for the USAREUR Army Community of Excellence (ACOE) Program in 1999 and, in 2002, Department of the Army recognized the 417th BSB as a “Best ACOE” installation. During that timeframe, the base support battalion supported the deployments and redeployments of 1st Infantry Division and V Corps units to Bosnia, Kosovo, and Macedonia. It enabled the short-notice deployed, and discretion in when to engage. Knowing the personalities, preferences, and decision-making styles of the senior leaders is essential. The commander should understand what is important for senior leaders to know and consider as the leaders strive to accomplish their respective missions. The commander should have good appreciation of the issues, have completed a thorough assessment of the perceived problem, and offer viable solutions. Garrison commanders should be aware that competence is presumed by virtue of the command position, but confidence in one’s judgment is earned in the relationship.

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The garrison commander’s first responsibility in leading up is to inform and educate the Senior Commander. The Senior Commander must understand and be part of the strategic planning process for the garrison so that visions and strategies are aligned and complementary. For success, it is critical that divergent goals are addressed and resolved early. When there is a conflict, the garrison commander should engage the Region Director to make the case for flexibility in executing the IMCOM programs, to gain additional resources, or to suggest changes in policy and priorities. The garrison commander recognizes the same responsibility to lead up occurs with the leadership of IMCOM and ASCIM. Garrison commanders have the opportunity and the obligation to engage these senior leaders to advocate for their installations. In addition, commanders point out systemic issues that can hurt the performance of the Services and Infrastructure elements of the Army Core Enterprise Concept. We have all commented that the ubiquitous “they” from higher headquarters do not understand what is needed at our level and that “they” are disconnected from reality. Garrison commanders also have the opportunity to provide insights and offer solutions based upon an intimate understanding of their local installations and personally experiencing the challenges of implementing IMCOM strategies.

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Several external factors affect garrisons. One is by Command (ARFORGEN), Base Realignment and Closure (BRAC), result in changing missions and priorities, and, ultimately, resourcing, garrison commanders have ‘ground-truth’ appreciation of the unique requirements and the challenges of their garrisons. While the Assistant Chief of Staff for Installation Management (ACSIM) develops policy and IMCOM builds the supporting strategies from the corporate perspective, that centralized planning has to be executed in a decentralized manner at the garrisons. The garrison commanders are the first-line providers of common levels of support to their installations and must work with their Senior Commanders to identify how that is accomplished locally. This places the garrison commander in an awkward position when the policy and funding do not appear to meet the needs of the installation.

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our workforce is the heart and soul of the garrison organization. it is the conduit through which the installation management command provides all the programs and services needed to support our soldiers and families, retirees and survivors – to make the installation their home. an educated and dedicated workforce can overcome almost any challenge an organization faces. in today’s era of persistent conflict, it is critical that army garrisons maintain a professional workforce team that is agile, educated, motivated, and has a common understanding of the overarching mission, goals and objectives. they must seize every opportunity to achieve efficiencies and improvements and must be good stewards of all resources – the environment, taxpayer money, and time. in order to achieve our objective to develop and retain a multi-skilled workforce comprising military and civilian leaders and personnel with the knowledge, capabilities, skills, and opportunities to successfully and innovatively accomplish the installation management mission, we must focus on activities that:

- Develop and retain multi-skilled and adaptive leaders;
- Provide for constant communication and continuous workforce feedback;
- Ensure teamwork, professionalism and selfless service in all things;
- Ensure we have a sustainable, empowered workforce focused on collaboration and innovation;
- Provide continuing education and training opportunities; and
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Leader and Workforce Development: Maintaining the Fort Knox Heart and Soul in Good Times and Bad

by COL Eric Schwartz, Garrison Commander, Ft. Knox

Our workforce is the heart and soul of the garrison organization. It is the conduit through which the Installation Management Command provides all the programs and services needed to support our Soldiers and Families, Retirees and Survivors – to make the installation their home. An educated and dedicated workforce can overcome almost any challenge an organization faces. In today’s era of persistent conflict, it is critical that Army garrisons maintain a professional workforce team that is agile, educated, motivated, and has a common understanding of the overarching mission, goals and objectives. They must seize every opportunity to achieve efficiencies and improvements and must be good stewards of all resources – the environment, taxpayer money, and time. In order to achieve our objective to develop and retain a multi-skilled workforce comprising military and civilian leaders and personnel with the knowledge, capabilities, skills, and opportunities to successfully and innovatively accomplish the installation management mission, we must focus on activities that:

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In today’s era of persistent conflict, it is critical that Army garrisons maintain a professional workforce team that is agile, educated, motivated, and has a common understanding of the overarching mission, goals and objectives.

Leadership Development

When available resources decline, organizations will often trim or eliminate training and development programs first. However, while identifying and training leaders is important at all times, it is vital in lean times. Ensuring the organization has leadership that is adaptive, that can drive efficiency, and that can solve difficult problems is the only way to achieve mission success. Emphasis on innovation and managing change is essential. The Fort Knox garrison recognizes the importance of leadership development and has published our “Human Capital Resource and Successor Workforce Plan.” This plan sets our course for developing and retaining leaders through fiscal year 2014. Succession planning is the strategy used to identify successor workforce competencies, occupations and characteristics. It takes into account environmental influences such as other organizations recruiting for leadership positions, present and future organizational competencies/occupations requirements, recruitment influences such as labor pool and population trends, and occupational/competency gaps in the workforce. Plan objectives are included in our semi-annual strategic planning session reviews. Objectives are reviewed twice a year and modified to meet the needs of a changing command.

Training and education are essential to the development of leaders. Military