

Leadership at DCMA



I'm proud to present this issue of *Communicator*, which focuses on a subject of paramount importance to our Agency — leadership. Anyone can be a leader. You do not have to be in a formal position of authority. You don't need duty titles like "commander," "deputy" or "division chief." Regardless of your place on the organization chart, you can be a leader if those around you value you as an individual and view what you're doing as important.



In this issue, we will examine leadership — what it is, why it is important to DCMA and how we are preparing our leaders of tomorrow. President Harry Truman said, "Leadership is the art of making people desire to do things they would not normally want to do." I think planted in there are the seeds of inspiration. To instill desire, you've got to inspire. Good leaders develop capable teams and confident team members. Leaders infuse teams with a sense of mission and a sense that their collective results are bigger than the sum of their individual contributions.

Good leaders are compassionate. Gen. William Livsey, former commander of U.S. Forces in Korea, said that if you don't love your people, you can't lead them. Leaders see their folks as God made them — people worthy of love, trust and having confidence placed in them. Leaders must believe that their role is to serve others and to help them become better, not just as employees, but as human beings. A successful leader helps others realize their full potential and achieve their aspirations. That means treating all people fairly, with dignity and respect.

Good leaders have vision — foresight and the ability to make sense of what the future likely will bring — and they can convey that to people in a way that motivates them to respond appropriately. The best leaders assimilate information, some of which may seem confusing or even conflicting, make courageous assumptions about what it portends and then build compelling images of the way ahead.

Leaders are problem solvers who see opportunities in difficulties. They must have a good mental tool set to use to assist and mentor others in problem solving. Most people react to problems on impulse; leaders respond with discipline and focus. True leaders inspire people to welcome and tackle challenges

and provide their folks with the tools and support needed for success.

Real leaders have integrity. If people don't trust you, it's inevitable that one day they won't follow you. Do not confuse integrity with righteousness. Some who call themselves leaders act as if they have to be right to have integrity. But none of us is smart enough to be right all the time. Integrity is doing what's right, even when it's not popular or easy. Integrity is also having the courage to admit when you're wrong and having the fortitude to make it right.

Leadership means putting both others and service before self. Leadership means persevering in hard times; making tough calls; standing for reason amid chaos; ensuring others get the credit they deserve; encouraging folks when they're down; celebrating them when they're up. Leadership is immensely rewarding in and of itself!

I've seen good leaders all around DCMA during my tour. Some have titles like "commander," "program integrator" or "team chief." Some don't — they just saw a need and stepped up to fill it, whether it's running a tiger team or an integrated program team, volunteering as a Combined Federal Campaign keyworker or looking after the morale and welfare of fellow workers. However, like most outfits, we don't have enough good leaders.

We're working hard in DCMA to provide our folks with opportunities to build, refine and sustain their leadership skills. Whether you are a management assistant, senior manager, a CMO commander or a Keystone intern, I encourage you to explore ways to cultivate, enhance and apply your leadership and communication skills. All of us, myself included, can take steps to become better, more effective leaders. I hope you'll find reading this issue of *Communicator* to be a big step in that direction!

God bless you and God bless America.

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Director