

Leadership and Execution

Brigadier General John J. Kelly, Jr., United States Air Force (Ret.)

Deputy Under Secretary of Commerce for Oceans and Atmosphere

NOAA Leadership Seminar

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NOAA's Mission

To understand and predict changes in the Earth's environment and conserve and manage coastal and marine resources to meet the Nation's economic, social and environmental needs.



Eye On The Mission



“Every business, if it is to succeed, must have a sense of direction and mission, so that no matter what you are doing, you know how you fit in, and that what you are doing is important.”

—former IBM CEO **Louis Gerstner**

NOAA's Vision

To move NOAA into the 21st Century scientifically and operationally, in the same interrelated manner as the environment that we observe and forecast, while recognizing the link between our global economy and our planet's environment.



Eye On The Vision

“Everything you do is for a reason and that reason is contained within the vision.”

— Merck & Co chair,
president and CEO
Raymond Gilmartin




Realities

- Ocean Commission Report
- (Pew Commission Report)
- Earth Observations
- Climate Change Science Plan
- 2004 Election
- Research Review Team
- Administration priorities
- Modest to level budget increases
- Heavily ear-marked budget
- Emphasis on exploration (space)
- Culture
- Trust

Transformation

Holding Company  Corporation

Ad Hoc  Process

Subjective
Decisions  Fact-based
Decisions

Talk  Execution

NOAA "Business" Model



Leadership

A large, jagged iceberg floats in the dark blue ocean under a clear sky. The iceberg's surface is textured with shadows and highlights, showing its massive scale. In the foreground, the white metal deck of a boat is visible, with various fixtures and railings. The overall scene conveys a sense of vastness and challenge.

What do you want us to do, Boss?!

Leader's 7 Essential Behaviors

1. Know your people and your business.
2. Insist on realism.
3. Set clear goals and priorities.
4. Follow through.
5. Reward the doers.
6. Expand people's capabilities through coaching.
7. Know yourself.

Life's Paradoxes

Centralized efficiencies vs. decentralized responsiveness

Being disciplined vs. being innovative

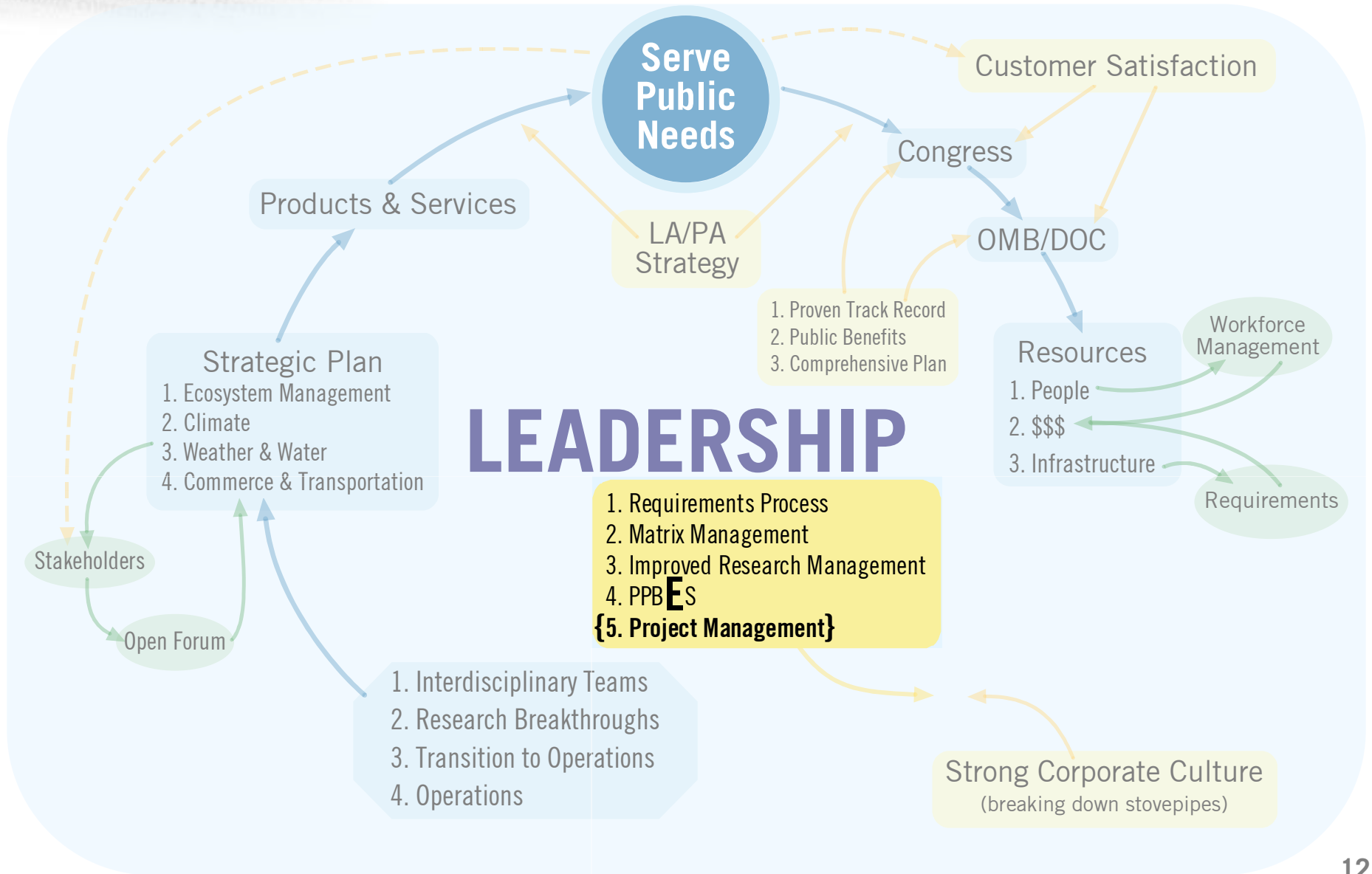
Taking risks vs. avoiding mistakes

Knowing the details vs. delegating responsibility

Fast decision process vs. correct decisions

Respect for the individual vs. criticism

NOAA "Business" Model



LEADERSHIP

- 1. Requirements Process
- 2. Matrix Management
- 3. Improved Research Management
- 4. PPBES
- {5. Project Management}**

- Strategic Plan
- 1. Ecosystem Management
- 2. Climate
- 3. Weather & Water
- 4. Commerce & Transportation

- Resources
- 1. People
- 2. \$\$\$
- 3. Infrastructure

- 1. Interdisciplinary Teams
- 2. Research Breakthroughs
- 3. Transition to Operations
- 4. Operations

Strong Corporate Culture
(breaking down stovepipes)

Performance Measures

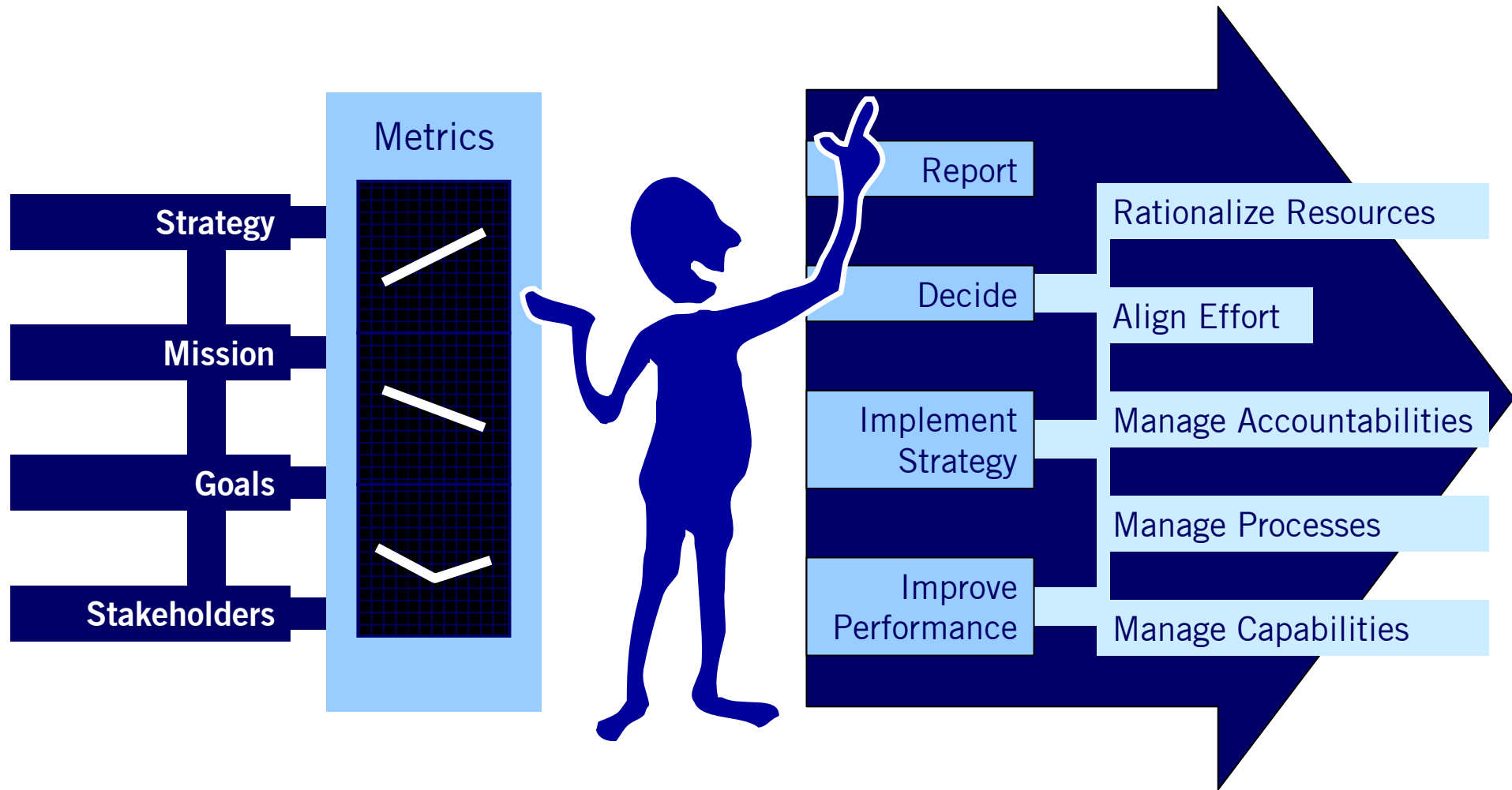
Understandable and meaningful

Organizational culture — achievement important

Performance measures at several levels

Information guide to action to improve performance

Strategy...Metrics...Leaders...Actions



Execution

Leaders are central to execution.

- Know yourself.
- Be engaged in both the “whats and hows.”
- Be honest about all realities.
- Promote ongoing honest dialogue.

Create and maintain an execution culture

- Translate visions and goals into tangible deliverables and actions.

Execution

Put the “right” people in the “right” places.

- Be involved in selections.
- Reward the doers.
- Expand the capabilities through coaching.

Put processes and mechanisms in place to effectively operationalize execution.

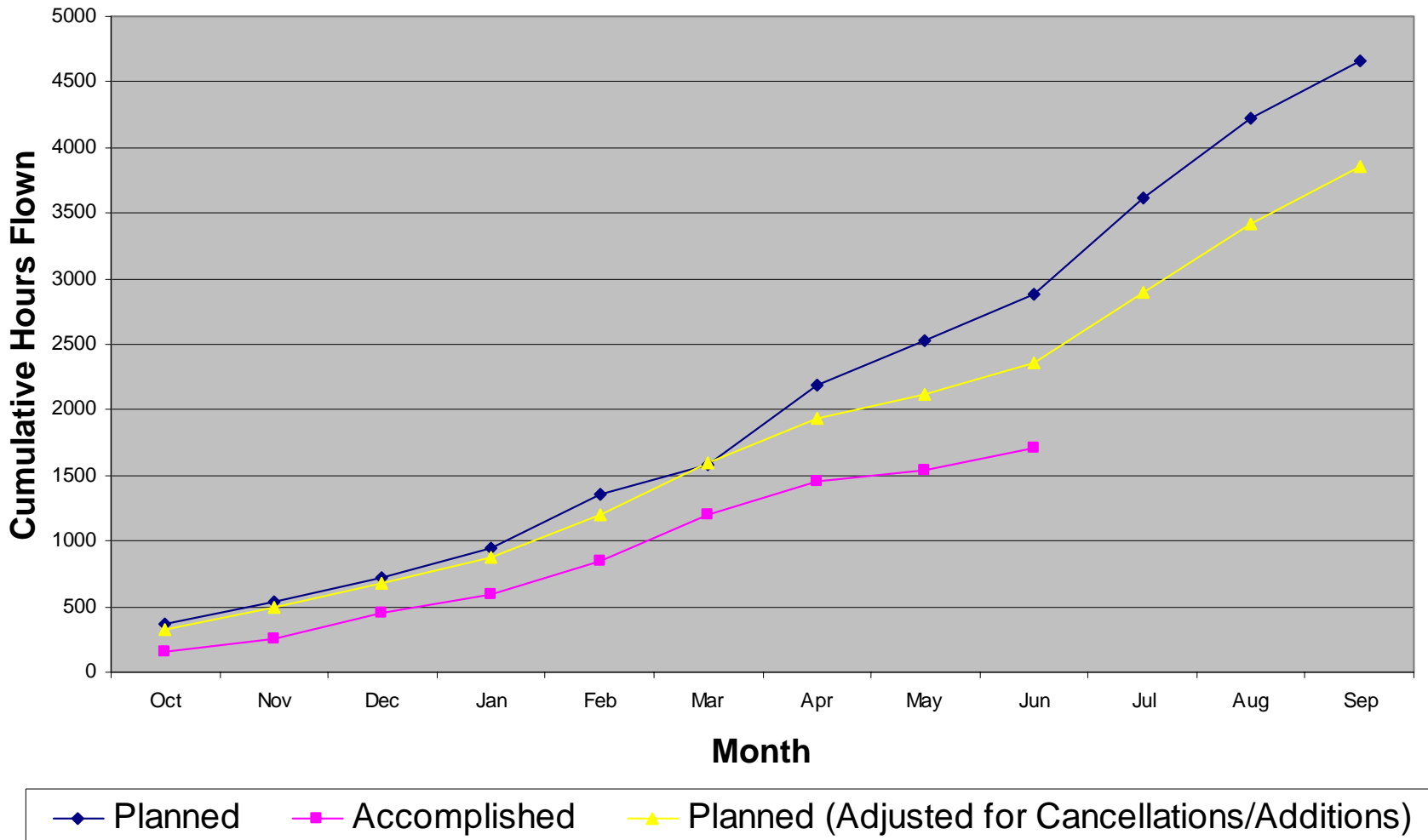
- Strategic plan – stretch goals.
- Strategy reviews.
- Operating plans.
- Realistic resources and budgets.

EXECUTION???

JUNE VARIANCE:

Flew 62 hrs less than planned overall
Primarily due to flying 0 of 50
planned Snow Survey hours.

FY 2004 NOAA Aircraft Flight Hours



West Point Motto

Risk more than others think safe

Care more than others think wise

Dream more than others think practical

Expect more than others think possible