



Leadership development - a DDC culture update

The Defense Logistics Agency culture survey provides the organization with the opportunity to identify areas for improvement based on the insights of employees across the enterprise. The leaders throughout Defense Distribution Center use the results to guide them to key areas to focus on improving their cultures. Some of the local action plans developed throughout the DDC distribution network include efforts to improve the capabilities of its leaders.

The Human Resources Corporate Leadership Council, or CLC, is a respected resource throughout industry with respect to issues of human resource development. They state that, "To ensure a consistently strong leadership bench, organizations must focus their leadership development programs on critical leadership capabilities, and enable the efficient delivery of high-quality and high-impact development activities." They go on to recommend in their "Creating a Leadership Development Strategy" Fact Brief that an effective leadership development program should focus efforts on key people, positions, and transitions.

One example of a DDC organization that has used their DLA culture results to focus on leadership development is Defense Distribution Depot Korea. "Their senior leadership identified that

an opportunity for improvement was to focus on improving the leadership capabilities at the key position of team leader," stated John Destalo, culture champion and member of the DDC Organization Development team.

The DDDK Junior Leader Training Program is made up of 13 individual subjects intended to improve the knowledge, skills, and abilities of the team leaders. Some of the subjects they cover are: Presentations and Public Speaking, Standards and Discipline/Ethics, and Performance Plans and Evaluation. Each course is targeted in subject matter and relatively short in duration, typically 30-90 minutes. To deliver key elements of the training they leverage local expertise, including the commander and deputy commander. "This delivery method has the added benefit of emphasizing the critical leadership role of coach and mentor for key senior leaders in the organization," said Destalo.

Another example within DDC is the overall DDC Culture Improvement Plan. A number of initiatives to improve the organization are focused on leadership development. "One approach is the continuation of Advanced Leadership Development: Managing Time which is an effort to develop critical management skills in

DDC leaders such as delegation, prioritization, and scheduling that will help leaders use their time more effectively," said Destalo. "Another approach that develops leadership capability is the DDC Level 1 training which develops problem solving and process management skills and includes the opportunities to receive Green Belt certification by leading a team through a problem solving project within their work process," said Destalo.

A recent study by McKinsey and Company through the Centre for Economic Performance entitled "Management Practice and Productivity: Why They Matter" has demonstrated across industries and across countries that effective management practices are key differentiators for successful organizational performance. "This study looks at management practices across three major categories: operations management, performance management, and people management with specific behaviors such as problem solving, establishing clear performance expectations, and attracting and retaining high performers, said Destalo. "The results demonstrate that developing leaders with the practices to manage their operations effectively across multiple parameters is critical for organizations to achieve high performance."