

What motivates you to do a better job?

As part of the continuing focus on improving leadership agency-wide, the staff of the DDC Review asked employees about what motivates them. The responses were amazing! The common theme was that each employee is different, and good supervisors learn how to motivate individual employees to unlock their potential.

If you would like to submit a response to our question, please use the DDC Review Feedback form: <http://www.ddc.dla.mil/Review/feedback.asp>. Responses will be posted to *DLA Today & Tomorrow* and will be published in the *DDC Review*. Anonymous responses are accepted.

What motivates me to do a better job is the desire to be the best witness for my Lord and Savior, Jesus Christ. Realizing the importance of the tasks I have been given



is reflected in my motivation to do my best. I am also motivated by others excellent work ethic which is prevalent here at DDOO.

Roberta Campbell, DDOO

Having nice people to work with and having good supervisors keeps me motivated and makes me look forward to the following working day.



Enrico Majillo, DDPW

Incentives and awards – this is what motivates me to have a positive attitude everyday and to do my job to the best of my knowledge and ability. It feels good to be recognized for a job well done.



Edita S. Pepa, DDPW

DDC cultivating leadership coast to coast

By Polly Charbonneau, DDC Command Affairs

Excellent supervisors are critical to the success of the Defense Distribution Center (DDC). To further develop DDC's supervisors, two new programs were developed. The Executive Leadership Program was established for distribution center commanders, deputies, and DDC Headquarters key staff. A Leadership Academy was developed for all other DDC supervisors.

"I'm leaving here with a renewed energy to leverage some of the latest tools relative to change management, negotiation, coaching and the lean principle," said CAPT (Sel) John Camuso, SC, USN, Commander, Defense Distribution Depot Sigonella, Italy (DDSI), at the end of his Executive Leadership Program.

The fundamental objective of these leadership programs is to improve operational effectiveness by enhancing DDC's supervision capability both at the Headquarters and at all of DDC's 26 distribution centers around the world.

The programs are designed to help supervisors communicate the DDC mission in terms employees can understand. Employees need to see a clear connection between their actual day-to-day jobs and the goals of the organization, including key metrics.

"The subjects we discussed are going to help us," said Joe Olega, Defense Distribution Depot San Joaquin, Calif. (DDJC), Bin Supervisor. For Olega, the most important modules concerned motivating employees, dealing with different personalities and opening up channels of communication in positive terms.

At the end of these leadership programs, supervisors should be able to give their employees a much clearer sense of the internal customer and how serving the internal customer supports the ultimate external customers, the Warfighter and the taxpayer.

Before attending the classroom training, supervisors complete several online modules including Attendance and Leave, Career Planning and Development Classification training, Conduct and Discipline, Incentive Awards and Motivation, and Merit Systems Principles.

During the course, participants explore personal accountability, maintaining focus and

overcoming obstacles, managing agreements, and how better to learn from mistakes.

"I would compare it to a basic noncommissioned officer academy," said Police Officer supervisor Frank Chavez. "It is an excellent training forum." Chavez particularly enjoyed the use of facilitators to lead the class compared to instructors.

"The academy really helped me in tying in responsibility, respect for people and conflict management," said Don Brown, Director, Defense Distribution Depot Columbus, Ohio (DDCO). "I really sharpened my skills at how to negotiate to resolve problems rather than make it an adversarial process."

But the end of the program is not the end of the learning. Participants in the Leadership Academy develop action plans to help apply the newly learned techniques when they return to their work site. The success of these plans are evaluated again during the post academy work.

At the Leadership Academy, every supervisor creates a personal change management plan and reviews it with his or her supervisor and how he or she intends to apply it. This occurs within two weeks after the supervisor returns to the work site.

Approximately four months after attending the initial two-week Leadership Academy, attendees come together again for a follow up session/reunion to discuss how they have applied what they have learned. They address any obstacles they encountered during program implementation and exchange lessons learned.

A day in the woods, but no rest for DDNV's leadership team

By Polly Charbonneau, DDC Command Affairs

People remember 20 percent of what they hear, 30 percent of what they see, but 80 percent of what they do, according to educationalist Edgar Dale.

With that in mind, Defense Distribution Depot Norfolk, Va. (DDNV), Commanding Officer CAPT John Qua, SC, USN, gathered his leadership team and headed for the woods last fall. Leaving DDNV by bus at 5:30 a.m., the group arrived at Hemlock Overview at 9 a.m.

Hemlock is a center for outdoor education,

and what an education this group of 20 was about to receive.

“Not knowing was the scariest part,” said DDNV Material Handler Supervisor Melvin Newby, “like the first day of military service.”

It started out slowly, just passing a ball from one person to another – looking for process improvement. From there, they learned how to lower a hoop to the ground as a team.

Next, they crossed a river using stones. Being first wasn’t the goal. The goal was for the entire group, broken into two teams, to arrive at the same time.

Then it was time for the zip wire, a steel cable soaring 60 feet in the air that stretched about 100 yards across a ravine. The zip wire challenge is done from elevated platforms and cables in the canopy of the trees. Team members were tied into a climbing harness and then climbed a ladder to a series of platforms, cables and balance beams. After



Edward Hall was the first member of the DDNV Team to cross the Total Team Challenge.

navigating their way from one elevated platform to another, they were rewarded with a ride on the zip wire.

“It represented total team participation,” said Pam Easter, DDNV’s traffic manager. “Without careful coordination with the group on the ground, movement in the air could have been compromised.”

“My goal was to create a sense of team spirit and cooperation among the DDNV supervisory team,” Qua said. “Improved communications will ultimately lead to improved performance.”

But the idea of a physically demanding trek through the woods caused some of the supervisors to ask, “What has he gotten us into?”

Qua was undeterred. “I truly believe our supervisors are critical to the success of DDNV,” he said. “So, we decided to spend some time training to help them be as effective as they can be.”

“I have 33 years in the government,” Newby said, “and this was the first time I participated in a team-building exercise. I did not know what to expect, but it was great!”

“I heard a lot of jokes about walking tight ropes and doing a lot of physical exercise,” Easter said. “I wasn’t sure I could keep up.”

But she did keep up, as did the entire team.

“We had a great time,” Qua said. “The Hemlock Team did a great job of demonstrating the importance of trust, teamwork, communication, listening, support and working together. Sometimes you are in a support position, but that’s an important position.”

“Often, the outcome of each training exercise contained risks – physical, emotional, social, etc.,” said Bill Maxwell, DDNV Director of Operations. “It’s in dealing with these challenges, and by turning perceived limitations into abilities, that we learn a great deal about our relationships with others and ourselves.”

“Regardless of the management level in the organization, we all became one team that day,” Easter said.

“In most of the exercises the supporting role was every bit as important as the person going across the wire. It really brings home how important all functions are and how we need to work together to achieve our mission,” Qua said. “It was also good that the facilitators stopped at the end of each exercise and discussed what was learned. It was fun to see the team candidly discuss the exercises and how the learning applied to situations back at Norfolk.”

“In one exercise, everyone was blindfolded in a field, and the facilitator dropped a rope somewhere in that field. We had to first find



DDNV’s ground support team at the Total Team Challenge makes sure all goes right in the air.

the rope and then form a square while holding the rope, all while blindfolded,” Qua said. “The rope was found, and we all grabbed on. Then we counted off to ensure everyone was there, identified ‘corners’ and that each side had five people. We did it much faster than I expected.”

“You can’t correct every problem in a day,” Newby said, “but it was great the way we came together for a goal.”

“The training was extremely valuable,” Maxwell said. “I’m watching production happen at DDNV that I have never seen before. Is DDNV perfect across the matrix goal score board? No, but we are finally working as a team to get there.”

“We are absolutely committed to fundamentally changing this organization – to creating a supervisory team second to none,” Qua said.

But with the Leadership Team taking a training time out, did work stop at DDNV? Never. The team left behind at DDNV did an “outstanding” job by all reports and kept doing the day’s work.



The DDNV Leadership Team. Left to right, front row: Faye Spivey, Connie Meck, Charlie Crumb, LCDR Tim Dudley; Second row: Bill Maxwell, Edward Hall, Henry Moring, Pam Easter, Beverly Cox, CAPT John Qua, David Hughes, James McKewen. Third row: Raymond Boutte, LT Kevin Brown, James Pearce, Melvin Newby, Donald Doman, Ron Rickman, Ernest Whitaker, Darryl Byrd.

Having an impact.

Realizing that I am significant and what I do has an impact on someone else motivates me to do a better job. I was told by a very respectable manager that I should never allow what someone else thinks about me determine my self worth. I have learned to be proactive rather than reactive and that helps me to do and be the very best that I can be.



Mary McHenry, DDOO