Seizing New Ground: Strong Growth in a Volatile and Uncertain Environment

2014 SAME Omaha Post Industry Day
Adapt to Thrive
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My Promise is To Provide You

- A new set of lenses with which to view yourself and your organization in the context of adaptation
- An introduction to a set of principles and patterns to help you see clearly
- The framework for a “way ahead”
- The best resources I have found
- My best answers to your questions, now or in the future
The Two Keys to Growth

• Who You Are

• Accurate Perceptions

*People don’t buy what you do, they buy why you do it.*  S. Sinek
The Three Factors

- You and your people
- Your company
- Your engagements

“Change is not only possible, it is essential for survival.” A law of nature
You and Your People

• Trustworthy Servants
• Malleable Learners
• Great Communicators

“What got you here, won’t get you there.” M. Goldsmith
Your Company

• Leadership that gets its hands dirty

• Systems that challenge people and that reward improvement and innovation

• An attitude of never being satisfied with good enough

“Lead, follow, or get out of the way.” Thomas Paine
Your Engagements

- Understand their internal dialogue
- Lead them through the explicit and implicit costs associated with their challenges
- Understand and articulate your value

At the end of every day, I consider the outstanding risk. Proj. Mgr.
Awareness – Raising Your Antennae

• Pay close attention to small failures and keep track of them
• Don’t oversimplify the analysis and explanations
• Leaders MUST pay attention to operations in all domains
• Plan for failure and create a strategy for bouncing back
• Rely on your experts but keep your “wisdom radar” turned on

Three types of people: those that make things happen, watch things happen, or wonder what happened. Mary Kay Ash
Four Questions

• Do you know how good you are and how you are perceived?

• Do you have adequate information to make decisions?

• Do you care?

• If you care, how hard are you willing to work to change the answers to #1 and #2?

“Long term success requires you to spend 80% of your time doing the things you would rather not do.” D. Goleman
Engage Your Stakeholders

- Ask
- Listen
- Consider
- Thank
- Respond
- Plan
- Involve
- Follow-Up
- Harden
- Adapt
Moore's Top Ten Resources

- The Seven Habits of Highly Effective People by Stephen Covey
- Trust Edge by Dave Horsager
- Primal Leadership by Daniel Goleman
- Great By Choice by Jim Collins
- Managing The Unexpected by Weick & Sutcliffe
- How Did That Happen by Connors & Smith
- The Five Dysfunctions of a Team by Lencioni
- SPIN Selling by Neil Rackham
- Just Listen by Mark Goulston
- Influence: The Psychology of Persuasion by Robert Cialdini
10 Pieces of Food for Thought

• Be more informed about the work to be done and understand the nature and challenges associated with the project.
• Develop an expert in the evaluation criteria and how the organization views and assesses them.
• Think about your value in terms of the life of the project.
• Consider and articulate cost avoidance.
• Tell your client exactly what you intend to do and do it – your actions must perfectly match your words.
• Share bad news quickly, expect your subs to do the same.
• Enhance your reliability and the reliability of your subcontractors.
• Conduct frequent and targeted communication with your client.
• Create and maintain a strong Federal Program Staff.
• Small companies that don’t have a budget to market have a unique challenge that can only be overcome by relationships.
Discussion

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Thank You SAME Omaha Post!