

TESTIMONY OF MR. FRANK J. ANDERSON, JR.
PRESIDENT, DEFENSE ACQUISITION UNIVERSITY
BEFORE THE U.S. HOUSE OF REPRESENTATIVES
SUBCOMMITTEE ON
WORKFORCE, EMPOWERMENT, AND GOVERNMENT PROGRAMS

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Mr. Chairman and Members of the Committee: Thank you for inviting me here to share some ideas on effective leadership principles.

In defining leadership, most authors distinguish between leadership and management. Leadership is creating a vision, setting direction, aligning people, and leading change, while management is planning, budgeting, organizing, staffing, controlling and problem solving. [John Kotter, "What Leaders Really Do," 1990]. My comments today will focus on three critical but interrelated aspects of leadership: leadership attributes; leadership functions; and leadership results.

Leadership is the leader's ability to communicate, inspire, facilitate, mentor, and influence others. The leader must be able to sell ideas, and shape the environment so that good people will want to excel. Effective communication is how the leader ensures that the strategic direction is understood, and that all employees are aligned with the organization's mission and vision.

Critical leadership functions include strategic planning; leveraging technology and organization redesign; and maybe the most important function – selecting, aligning, and empowering the right leadership team.

The leader must provide a clear vision and long-term perspective to shape the organization's future. This provides the mission, vision, strategic goals and strategies to attain them. A deliberate strategic planning process that links performance and accountability for results is essential to guide the organization. All too often, strategic plans are drafted and approved and then become dust collectors that never influence organizational results. To avoid this very common outcome, the strategic plan must be constantly managed and renewed.

Technology is a powerful enabler that can facilitate the leader's drive to transform an organization. Organization redesign enabled by the smart application of technology can have a powerful impact on an organization's productivity and eventual outcomes. **But** organization redesign and enabling technology must be thoughtfully considered together. Simply imposing new technology on old organizational structures and old business practices will normally result in a more costly, but still inefficient organization.

To achieve solid results, the leader must address the organization's culture. Culture is the existing practices and social norms. It is how an organization routinely thinks, acts, and conducts business. The leader must positively change the culture, to eliminate outdated practices, and to significantly improve internal processes.

People are an organization's most important asset, and they ultimately determine an organization's success or failure. One absolutely critical leadership function is selecting, aligning, and empowering the right people to fill key leadership positions. In the best selling book, *Good to Great*, which is based on over five years of in-depth research, noted author Jim Collins states, "Great leaders first get the right people on the bus, the wrong people off the bus, and right people in the right seats." My experience confirms Jim Collins' research. Selecting the right people; placing them in the right positions, and aligning the leadership team are absolutely vital. Leadership alignment is getting the key leadership team to move and act with one voice, one plan, and one playbook. No matter how talented the leader, if the leadership team is not aligned and empowered, the organization's success, and mission outcome will suffer.

Mr Chairman, in the final analysis, effective leaders are always judged by the results and outcomes. Did the leader add value to the organization and change it for the better--taking what existed and shaping it to what it could or should be. Effective leadership is never accepting "good as being good enough." The effective leader is the catalyst and single most important asset for driving an organization from its current state to greater organizational performance.

In closing, I am honored to be here today and I appreciate the support provided by Congress. I look forward to working with this Committee and the SBA in any way

possible to realize our common goals for a viable and strong small business program. I am happy to address any questions you may have.