

DoD's Acquisition Chief To Step Down

Gayle S. Putrich and Elise Castelli



Ken Krieg, the Pentagon's top acquisition official, resigned his post June 6, citing a desire to spend more time with his family.

Appointed as undersecretary of Defense for acquisition, technology and logistics in 2005, Krieg, 46, has worked in the Pentagon since 2001. Before taking on responsibility for the more than \$100 billion defense acquisition machine, he worked with the senior executive council, developing initiatives to improve Defense Department management and organization. In his life before public service, Krieg was the vice president and general manager of International Papers' office and consumer paper division.

When the announcement came, Krieg was on the beach —at Normandy, honoring the 63rd anniversary of D-Day.

Krieg will leave the Pentagon on July 20 or when a successor is named, according to a Defense Department statement. No acting secretary was named at the time of the announcement.

The process to replace Krieg must be kicked off by the White House, and Defense Department officials said there has not yet been any indication of when a nominee for the president-appointed, Senate-approved post will be named.

Reprinted from < [www. DefenseNews.com](http://www.DefenseNews.com) > .

When there are problems, the leader/manager looks at all the options. Even if the traditional response to a problem may work, good leader/managers might still try something different for better results. By trying variations of standard actions, you may find new and better paths to success. If the new responses don't work, they don't have to be used again (although they might be tried in other circumstances); if they work better, you have evolved into more of a leader/manager.

Finally the great leader/manager has integrity and practices good ethical decision making. This builds trust—and trust within the team is critical. The trust must go both ways. The leader/manager must trust his people and the people must trust him. Leading by example can engender that trust.

Born or Made

While leadership and management are not the same, they can and should be combined. Project managers must be leaders to ensure the success of their people, projects, and the overall organization.

Some leaders are born; others are made. With effort, it is possible to learn to lead. It may not be the charismatic leadership that is pictured in books and movies, but it is the everyday kind of leadership that gets results.

The following are some leadership guidelines for the project manager:

- Have goals and be enthusiastic about reaching those goals. One of the goals must be project success.
- Set the example in actions, ethics, and work habits.
- Be creative, innovative, and flexible in problem solutions and approaches.
- Communicate—goals, values, expectations, and project status.
- Listen. That is the other side of communication and how you learn from others.
- Recognize and reward your people. Praise in public; correct in private.
- Create an environment of trust.
- Be courageous. Stand up for your people and your beliefs.
- Be loyal to your people and your organization.

Following these guidelines in your project and, for that matter, in your life, will mark you as a leader. Being a leader won't guarantee success on a project, but it sure helps—with your people behind you, working hard to support you in meeting your goals and winning your praise, how can you lose?

The author welcomes comments and questions. Contact him at wayne.turk@sussconsulting.com or rwturk@aol.com.