

## Module 1

Prompt: A co-worker asks you about your first Module of Leading Technical Organizations. You explain the concept of value creation for all stakeholders: Customers, Suppliers, Community, Employees and Investors.

Your co-worker asks you "Which stakeholder's do you believe our company's culture prioritizes value creation for?"

Explain why your company's culture prioritizes stakeholders from #1 to #5. If you are not in a corporate culture, reference a culture that you have experienced.

In my company the rankings are: 1. Investors 2. Customers 3. Community 4. Suppliers 5. Employees

For your Leadership Learning Scenario response, write a response that is 350-370 words in length.

Response:

In my current organization, the corporate culture emphasizes stakeholder prioritization in the following manner:

1. Investors: The organization relies on venture capital funding and prioritizes investors, recognizing their financial support as crucial for sustainability and growth. This focus drives decisions to maximize shareholder value, influencing profitability, operational efficiency, and resource allocation. Investors expect straightforward returns and financial stability, and the organization consistently aligns its strategy to meet these expectations.
2. Customers: Customers are fundamental to the company's success and are prioritized second. The organization acknowledges that satisfied customers are vital for revenue generation and market presence. The corporate culture emphasizes delivering excellent customer service, high-quality products, and innovation to maintain a competitive advantage and encourage customer loyalty. Key performance indicators, such as Net Promoter Scores and customer satisfaction surveys, are utilized to assess and uphold this priority.
3. Community: The company recognizes its role within the broader community, ranking this concern third. It is committed to corporate social responsibility initiatives, which include sustainable practices, local economic development, and community engagement. By actively participating in community efforts, the organization enhances its reputation and builds long-term goodwill, which, in turn, benefits other stakeholders, including investors and suppliers.
4. Suppliers: Suppliers are positioned next, essential for ensuring operational continuity and supply chain quality. While their contributions are acknowledged, their influence is primarily indirect. The organization fosters collaborative relationships with suppliers, focusing on cost efficiency, innovation, and sustainability initiatives to strengthen these partnerships.
5. Employees: Unexpectedly and unfortunately, employees rank fifth in the organization's cultural priorities. Although the company values its workforce, employee engagement, and retention initiatives are frequently secondary to external priorities such as customer and investor satisfaction. Employees are integral to the company's innovation and daily operations; however, this prioritization may reflect challenges like high turnover rates or insufficient investment in employee development.

This stakeholder prioritization illustrates a culture heavily influenced by financial considerations and external relationships. While this approach can effectively support short-term profitability and bolster external reputation, long-term risks may be associated with diminished employee engagement or supplier relationships. A more balanced approach to prioritizing employees could enhance resilience and contribute to a holistic value-creation strategy for all stakeholders.

## Module 2

**Prompt:** You are the VP of the Precise Mapping Program in LTO's Military Space group. Your program has been asked to find a new corporate process on how program managers make sourcing decisions. In the past, PMs used their Supply Chain functional organization to decide between using in-house resources or the supply chain to deliver a product based upon their best judgement of cost, schedule and technical risk. The new process puts an emphasis on the strategic nature of the make / buy decision and is designed to increase vertical integration. The new process requires PMs to make two changes; first, include Engineering and Production functional organizations along with Supply Chain in the decision and second, consider LTO's historical supplier cost growth by adding an additional 25% to the price of all proposals. PMs must go before a decision board co-chaired by Central Engineering, Production and Supply Chain to defend their position.

The Military Space Group GM has asked you to answer a few questions:

- What organizational dynamics could change based upon adopting this new process?
- What are the value creation implications for LTO's stakeholders, very specifically employees, suppliers and customers?
- How should the group's senior leadership guide and support their teams as they make decisions with this new process?

Answer in 350-370 words

**1. Organizational Dynamics:** The newly implemented process significantly transforms organizational dynamics by establishing formal decision-making protocols. Previously, decisions relied on informal collaboration between program and supply chain managers. Integrating engineering and production leaders allows for a more thorough assessment of capabilities, costs, and risks. While this enhancement fosters greater collaboration across functions, it also introduces complexity. Potential conflicts may emerge as functional leaders emphasize their expertise, highlighting the necessity for effective communication, negotiation, and consensus-building skills. The current decision-making framework now involves presenting data to a board, which promotes accountability but may also result in slower decision-making due to the involvement of multiple stakeholders.

## **2. Value Creation Implications for Stakeholders:**

- **Employees:** The focus on in-house production may boost employee morale by enhancing job security, providing opportunities for skill development, and improving engagement. However, outsourcing decisions may lead to dissatisfaction among employees who perceive a decrease in growth opportunities.

- **Suppliers:** Increased in-house production may make suppliers feel marginalized, potentially straining relationships. Conversely, clear sourcing strategies that involve suppliers' expertise could build trust and collaboration.
- **Customers:** Customers prioritize reliable delivery and quality. In-house production may appeal to them due to proprietary innovations and reduced supply chain risks. Nonetheless, maintaining cost competitiveness is essential to ensure continued customer satisfaction.

**3. Senior Leadership Support:** Leadership must provide clear direction regarding strategic priorities to ensure alignment among engineering, production, and supply chain leaders. Supporting cross-functional collaboration is vital, particularly in times of conflict. Leadership must cultivate an environment that encourages constructive debate, with decisions reflecting corporate objectives such as efficiency and innovation. Transparent communication regarding the rationale for decisions to all stakeholders is critical for gaining their support. Fostering accountability while trusting the recommendations of the decision board will help ensure balanced and impartial outcomes.

This revised process allows LTO to enhance vertical integration, streamline operations, and create value for stakeholders. However, the success of this initiative relies on effective collaboration, conflict management, and maintaining strategic alignment across functions. By addressing these challenges, LTO can position itself for sustained growth and innovation.

#### **1. What organizational dynamics could change based upon adopting this new process?**

The new process will shift organizational dynamics in several key areas:

- **Increased Collaboration:** Engineering and Production will now co-lead sourcing decisions with Supply Chain, fostering cross-functional alignment but also introducing complexity.
- **Power Shift:** Supply Chain's reduced role may lead to tension, while Engineering and Production gain influence.
- **Decision Complexity:** The expanded decision board could slow timelines, requiring PMs to improve communication and alignment.
- **Cultural Shift:** The focus on vertical integration and cost-plus pricing will emphasize strategic alignment over short-term cost savings.

**2. What are the value creation implications for LTO's stakeholders, specifically employees, suppliers, and customers?**

- **Employees:**
  - **Value:** Employees benefit from a more collaborative environment where their expertise is valued.
  - **Implications:** They may face a learning curve, requiring training to adapt to the new process.
- **Suppliers:**
  - **Value:** Suppliers aligned with LTO's strategic goals may thrive, while others face reduced opportunities.
  - **Implications:** They must adapt to the cost-plus pricing model and tighter oversight.
- **Customers:**
  - **Value:** Customers gain more reliable delivery and higher-quality products due to vertical integration.
  - **Implications:** Slightly higher costs are offset by increased value and reduced risk.

### 3. How should the group's senior leadership guide and support their teams as they make decisions with this new process?

Senior leadership must actively guide and support teams through the transition:

- **Communicate Vision:** Clearly explain the strategic rationale behind the new process to foster buy-in.
- **Provide Training:** Offer workshops and resources to equip PMs and teams with the skills needed.
- **Foster Collaboration:** Promote cross-functional teamwork and break down silos through leadership example and team-building.
- **Monitor Progress:** Establish feedback mechanisms to address challenges early and adjust the process as needed.
- **Align Incentives:** Ensure performance metrics and rewards support the new process, such as cost-plus pricing targets and collaboration.

**Conclusion:** The new sourcing decision process will reshape organizational dynamics, creating value for employees, suppliers, and customers while introducing challenges. Senior leadership must lead by example, provide support, and align incentives to ensure a smooth transition and maximize the benefits of the new approach.

## Module 3

Prompt: You are the Military Communications Program Manager in the Military Space Group within LTO Space. Both your Program and a Program in the Commercial Space Group have an immediate need for the same talent, Radio Frequency (RF) Engineers. RF Engineers are very scarce, and you both need some experienced engineers and leaders as well as new hires with potential. Your peer got to HR first and locked up their top recruiting and hiring talent to support the Commercial Space Group. You have a proposal into a new customer in which you committed to a staffed organization at Authorization to Proceed (ATP). On a tactical level what key messages should you communicate to the Engineering matrix VP and the two Space Group General Managers to best ensure your talent needs are met by ATP? On a

strategic level what recruiting, pipeline development and on the job training ideas do you have that would help form a long-term solution? The response should be between 350-370 words.

#### Response

To address the urgent need for RF Engineers, it is crucial to communicate effectively with relevant stakeholders. It would be ideal to emphasize the importance of securing RF Engineers for the Military Space Group to fulfill its commitments at the Authorization to Proceed (ATP) phase to the Engineering Vice President. Additionally, highlighting the organizational risks associated with not meeting customer expectations and proposing collaborative solutions. One example is temporarily reallocating experienced RF Engineers or establishing a rotation system between groups to ensure adequate coverage for both programs. Support in expediting the onboarding process for new hires and internal transfers to bridge immediate staffing gaps is critical.

For the General Managers of the Military and Commercial Space Groups, underlining the reputational and financial risks that may arise from failing to meet the Military Space Group's commitments, particularly regarding potential effects on future business opportunities. One option is to propose a joint meeting to discuss the allocation of RF Engineers in alignment with both groups' strategic priorities. Collaboration and resource sharing are essential to enhance overall organizational success and prevent internal competition for limited talent, thereby maintaining the company's ability to achieve key objectives.

From a strategic perspective, a long-term approach to talent acquisition and development is necessary to avert future shortages. Enhancing recruitment entails establishing partnerships with leading universities and technical colleges to create targeted internship, co-op, and scholarship programs for RF Engineering students. These initiatives can serve as pipelines for early identification and nurturing of talent. Furthermore, engagement with professional societies in RF Engineering can facilitate access to experienced professionals. At the same time, a strong employee value proposition (EVP) featuring competitive benefits, hybrid work options, and career development opportunities will attract and retain top talent.

On-the-job training programs should also be prioritized, utilizing the 70/20/10 development model. Establishing mentorship opportunities for senior engineers to guide new hires can accelerate their development and foster knowledge transfer. Additionally, cross-functional training initiatives can expand the skill sets of existing employees to meet RF Engineering needs. Regular talent reviews will help identify high-potential employees, allowing for the creation of tailored development plans to support their growth.

## Module 4

### Prompt:

You work in the LTO Space Business Area, on the Strategic Imaging Program in the Military Space Group. During a feedback discussion with your supervisor, she revealed to you that you were being considered placed on the succession plan of LTO Space's Director of Operational Engineering, adding that you will need at least two more assignments to gain the right experiences and skills. She also shared that Space's Vice President of Engineering wonders if you have adequate "executive presence" to take control of difficult, unpredictable situations, make tough decisions in a timely way, represent the company in front of new and existing customers and hold your own with other talented and strong-willed members of the engineering team.

You have shown great program execution and teambuilding skills. The executive team is willing to give you a shot, but your next 2 assignments will be critical to show that you have matured your self-confidence in the eyes of executive stakeholders.

A few days later, you get a visit from HR and they offer to help you build your "executive presence".

### Describe

- 1) My strategy for Understanding Required Personal Characteristics:
  - a. What is my strategy for gaining an understanding of the personal characteristics LTO needs me to have to be successful at this higher level?
- 2) Using my unique strengths and personality type, what Clear Actions will I take during my next 2 assignments to:
  - a. Project Confidence, Competence and Self-Awareness: What actions do I plan to take during my next 2 assignments to ensure that I project confidence, competence and self-awareness?
  - b. Demonstrate a keen ability to communicate appropriately for the situation: What actions do I plan to take during my next 2 assignments to ensure that you demonstrate a keen ability to communicate appropriately for the situation?

My Myers-Briggs Personality Indicator is ISTJ and my CliftonStrengths Top 5 Strengths are Learner, Relator, Harmony, Analytical, Consistency. Be sure to incorporate these into the response. The response must be between 350-370 words.

### Response:

To develop a thorough understanding of the personal attributes necessary for success in a senior leadership position within LTO Space, I intend to employ a strategy that includes mentorship, feedback, observation, and self-assessment. I will seek mentorship from a senior leader within the organization who can offer valuable insights and constructive feedback on executive presence and leadership expectations. Regular feedback sessions with my supervisor, peers, and team members will enhance my comprehension of how my leadership style is perceived. Additionally, I plan to observe senior leaders during high-stakes meetings to understand their approaches to handling challenges, engaging stakeholders, and projecting authority. To support this understanding, I will utilize tools such as the Bates

ExPI model and 360-degree feedback assessments to identify my strengths and areas for development, ultimately creating a defined growth plan.

In my forthcoming assignments, I will take intentional actions that align with my ISTJ personality type and Client Strengths to project confidence, competence, and self-awareness. To convey confidence, I will thoroughly prepare for all engagements, utilizing my Analytical and Learner strengths to gain an in-depth understanding of relevant topics. I will maintain composed and confident body language, particularly in high-pressure situations while making timely, well-reasoned decisions that inspire confidence in my leadership. Challenging and visible assignments will further illustrate my readiness for increased responsibilities.

To demonstrate competence, I will leverage my Consistency and Harmony strengths to cultivate structured, collaborative environments that enhance team success. By emphasizing my proven track record in program execution and team building, I will showcase my ability to deliver results while aligning my team's efforts with organizational objectives. My commitment to continuous learning will ensure that I remain informed about industry trends, reinforcing my expertise.

In terms of communication, I will customize my messaging for different audiences, practicing concise and impactful delivery when engaging with executives while fostering engagement with my teams. My Relator strength will assist me in establishing strong connections with stakeholders, ensuring transparency and equity in my interactions. Sharing success stories and lessons learned will further enhance my credibility and leadership presence.

These actions will allow me to demonstrate my executive presence and strengthen my candidacy for future opportunities.

## Module 5

### Prompt:

The Strategic Imaging Program VP called you in for your 90 day review. She gave you the following feedback based on her observations and customer feedback:

- Positive:
  - Cost and schedule remain on track, no erosion of margins
  - Your functional peers see the efforts you are putting into keeping them apprised of program performance and where they can help
- Areas for Immediate Attention:
  - Customer feels communications are being filtered, does not see the open free flow of information available in the past
  - Team leads feel less empowered, they see less delegation assignments coming from you

Reflecting on your Personality Type Indicator Report (ISTJ), your Strengths Assessment Results (Client Strengths Top 5 Strengths are Learner, Relator, Harmony, Analytical, Consistency) and LTO's Stakeholder Commitments (Deliver for our customers – 100% Mission Success, Profitably Grow Our Business, Position Our Workforce for the Future, Meet our Corporate Financial Commitments, Conduct



Ourselves With the Highest Ethics and Integrity, Meet Our Corporate Social Responsibilities, Promote Diversity and Inclusion, Communicate Honestly) & Leadership Principles (Model the Way, Inspire a Shared Vision, Promote Diversity and Inclusion, Enable Others to Act, Earn Respect and Trust), describe the strategy you would use to reinforce the things that are going well and quickly improve in the areas she highlighted.

Response:

To reinforce our achievements and address identified areas for improvement, I plan to utilize my ISTJ personality type, Client Strengths, and LTO's stakeholder commitments and leadership principles to formulate a comprehensive strategy.

Initially, I will continue to build on the positive feedback regarding cost and schedule management by maintaining rigorous planning and oversight, leveraging my Analytical and Consistency strengths. I will ensure clear and consistent communication with my functional peers to foster trust and collaboration. Regular touchpoints will be established to ensure alignment and facilitate further engagement. By emphasizing these strengths, I aim to demonstrate my reliability and support LTO's objectives of meeting financial commitments and achieving 100% mission success.

To address the customer's concerns regarding communication, I will enhance transparency by scheduling regular, direct updates. These sessions will provide candid insights into program performance, including achievements and challenges. I intend to promote open dialogue and actively incorporate customer feedback into actionable plans to rebuild trust and ensure they feel valued. This approach aligns with LTO's commitment to delivering exceptional service and maintaining honest communication.

In response to feedback from team leads expressing a need for greater empowerment, I will prioritize effective delegation. By utilizing my Harmony and Relator strengths, I will cultivate an environment of trust and collaboration by assigning clear and meaningful responsibilities. I will establish structured delegation processes to ensure team leads understand their roles and possess the authority to act autonomously. Regular one-on-one meetings will provide additional opportunities for feedback, coaching, and recognition of successes, reinforcing their confidence and independence. This aligns with LTO's principles of empowering others and earning respect and trust.

To model the way forward and inspire a shared vision, I will actively involve team leads in strategic discussions, encouraging their contributions and underscoring their significance to our program's success. This inclusive approach will promote diversity of thought and prepare our workforce for future leadership opportunities.

I will effectively address the Vice President's feedback while embodying LTO's stakeholder commitments and leadership principles by maintaining cost and schedule management strengths, enhancing customer communication, and empowering team leads. These initiatives will position our program for sustained success and foster a high-performing, collaborative team culture.