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# Team Leader Development Needs and Competencies in the Defense Acquisition Workforce

Dr. Stephen C. Trainor  
Visiting Professor

The Nation's Premiere Defense Research University

Monterey, California  
[WWW.NPS.EDU](http://WWW.NPS.EDU)



## “Defense Acquisition is a team sport...”

### DoD Acquisition Workforce Strategic Plan: FY2016-FY2021

**Mission and Vision**

**Our Mission**  
Recruit, hire, develop, and retain a diverse, agile, highly qualified, and motivated workforce of acquisition professionals to acquire and deliver world-class warfighting capabilities for our Soldiers, Sailors, Airmen, and Marines.

**Our Vision**  
To create a high quality, high-performing, agile Defense Acquisition Workforce that is empowered to deliver the best possible acquisition outcomes in support of the Warfighter.

**Our Ethos**  
Acquisition, Technology, and Logistics (AT&L) is in pursuit of developing the most versatile acquisition workforce that routinely operates on the following ethos:

- Invest in your people
- Choose the right person, right skills, right job, right time
- Support the Warfighter
- Protect the taxpayer
- Foster diversity
- Maintain technical superiority
- Uphold ethics at any price
- Demand accountability
- Make sound business decisions
- Critical thinking is essential
- Ensure leadership is doing the right things

**Defense Acquisition is a team sport**, and mission success is only as good as the products and services we acquire on behalf of the Warfighter.

*“(T)he most important factor in the performance of the Defense Acquisition System: the capability of the professionals in our acquisition workforce, which includes program management, engineering contracting, and product support disciplines engaged in a wide range of active ties throughout the product lifecycle”*

— BBP 2.0 Guidance and Actions | April 2013

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DoD Acquisition Workforce Strategic Plan — FY 2016 – FY 2021



## If teams are the answer... (for Defense Acquisition)

- what was the question?
  - Smolek, Hoffman and Moran (1999)



- Framing the problem
- Literature review
  - DAWF – team needs
  - Leader development
  - Teams
- Leader development models
- Team ‘know-how’ framework
- Future DAWF team research



Descriptive approach:

*If Defense Acquisition  
is a team sport, what is  
it like?*





Explanatory:

*If Defense Acquisition  
is a team sport, how  
popular is it?*

Cmty	Date	Name	E-Freq	E-Crit	J-Freq	J-Crit	S-Freq	S-Crit
FM	2011	Team building	4.00	3.66	3.89	3.66	4.34	4.20
CE	2011	Team building	3.42	3.38	3.76	3.69	4.15	4.08
FE	2011	Cooperation & teamwork	4.21	4.16	4.34	4.20	4.44	4.37
IT	2012	Partnering	2.98	3.13	3.08	3.09	3.75	3.69
LC	2008	Collaborate	H	H	H	H	H	H
Prop	2011	Team building & partnering	3.80	4.33	3.57	3.64	3.97	4.20
T&E	2011	Leadership	H	H	H	H	H	H
PM	2008	Team building					4.09	3.93
S&T	2011	Team building			3.07	3.30	3.49	3.74

Frequency and Criticality ratings > 3.0 = Green; Frequency or Criticality > 3.0 = Yellow  
CNA DRM Competency Assessment Reports ([www.hci.mil/development.html](http://www.hci.mil/development.html))



## Explanatory:

*If Defense Acquisition is a team sport, what role do the rules play?*

- ▶ 10 USC Chapter 87
- ▶ DoD 5000.66 Operation of the Defense AT&L Education, Training and Career Development Program (2005)
- ▶ DoD 1430.16 Growing Civilian Leaders (2009)
- ▶ Key Leadership Positions and Qualification Criteria (2013)
- ▶ DoD 5000.02 Operation of the Defense Acquisition System (2015)
- ▶ DoD 1400.25 Civilian Strategic Human Capital Planning (2016)
- ▶ Performance of the Defense Acquisition System (2016)
- ▶ DoD Acquisition Workforce Strategic Plan (FY2016 – FY2021)
- ▶ Getting Defense Acquisition Right (2017)



## “Blueprint for Development”

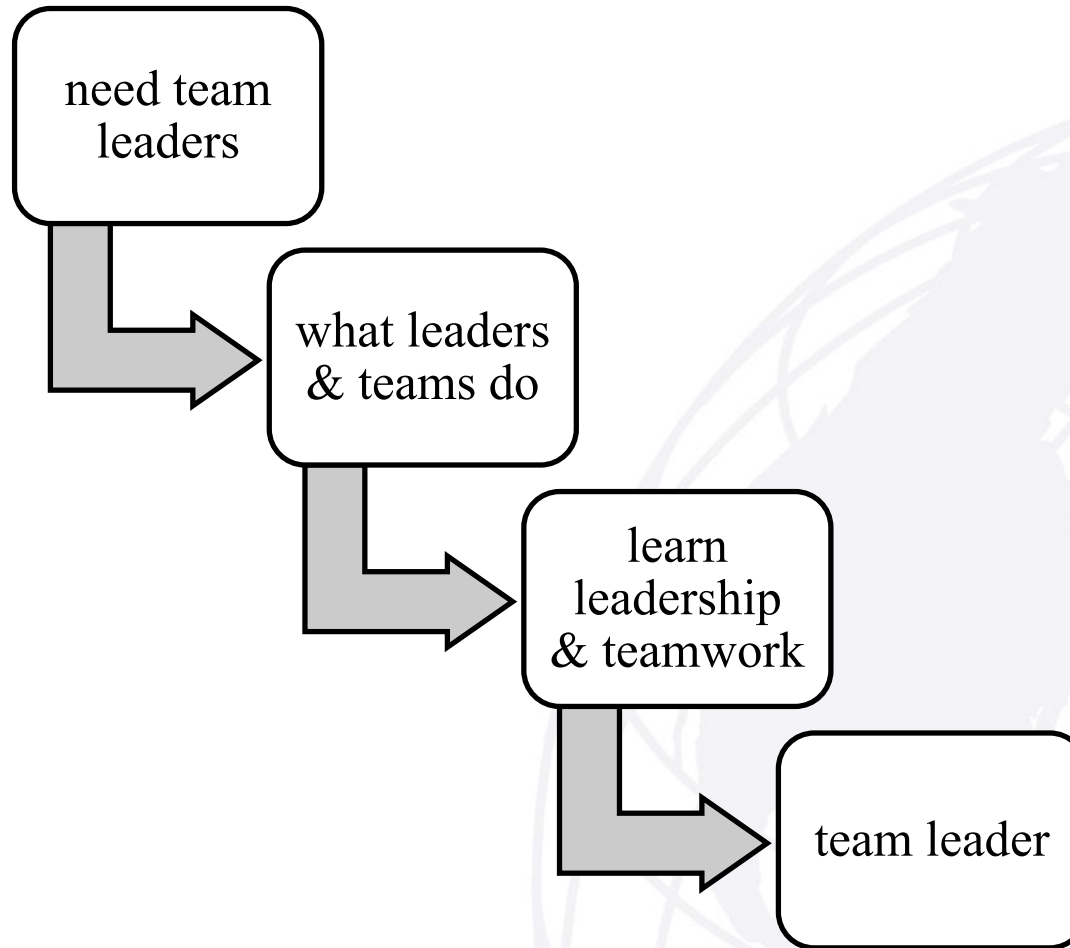
- *Competency*: An observable, measurable pattern of knowledge, skills, abilities, behaviors and other characteristics that an individual needs to perform work roles or occupational functions successfully
- *Team Building*: Inspires and fosters team commitment, spirit, pride and trust. Facilitates cooperation and motivates team members to accomplish group goals.

DoDI 1430.16, Developing Civilian Leaders





# Role-based Leader Development Model





Exploratory:

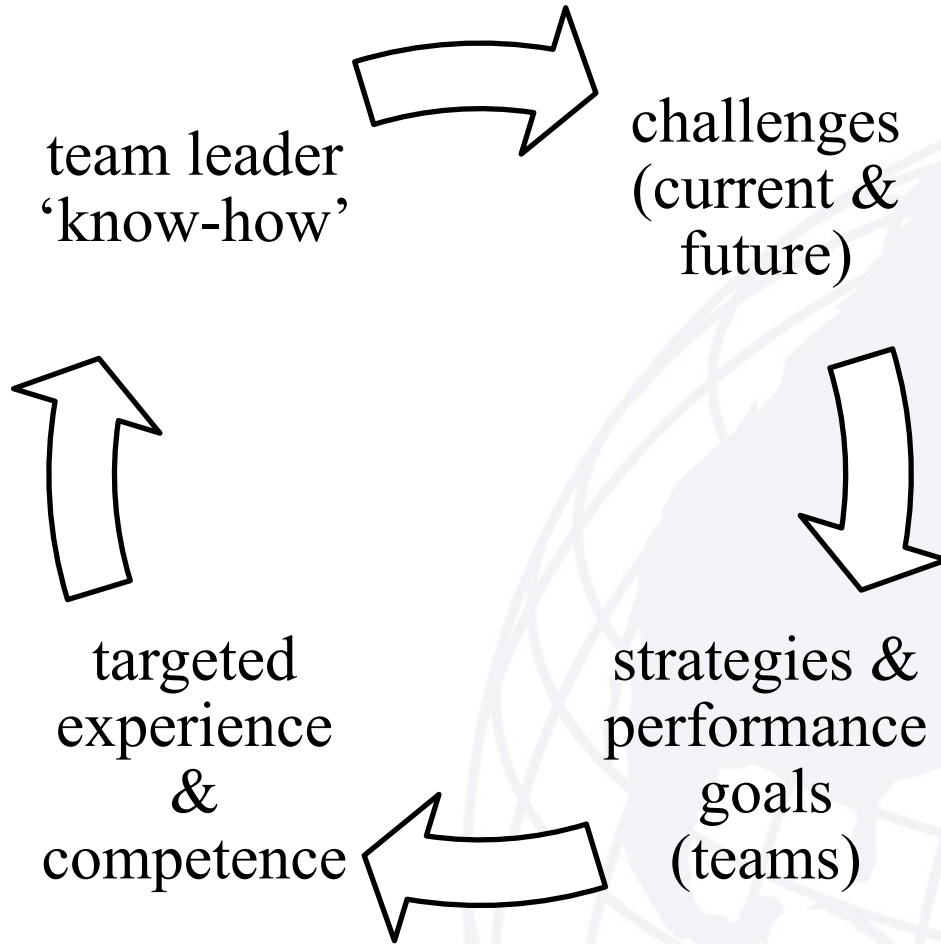
*If Defense Acquisition  
is a team sport, what  
problem does it solve?*

“Today’s security environment is dramatically different – and more diverse and complex in the scope and its challenges – than the one we’ve been engaged with for the last 25 years, and it requires *new ways of thinking and new ways of acting.*”

Ashton Carter, SecDef, DoD Acquisition Workforce Strategic Plan:  
FY2016 – FY2021

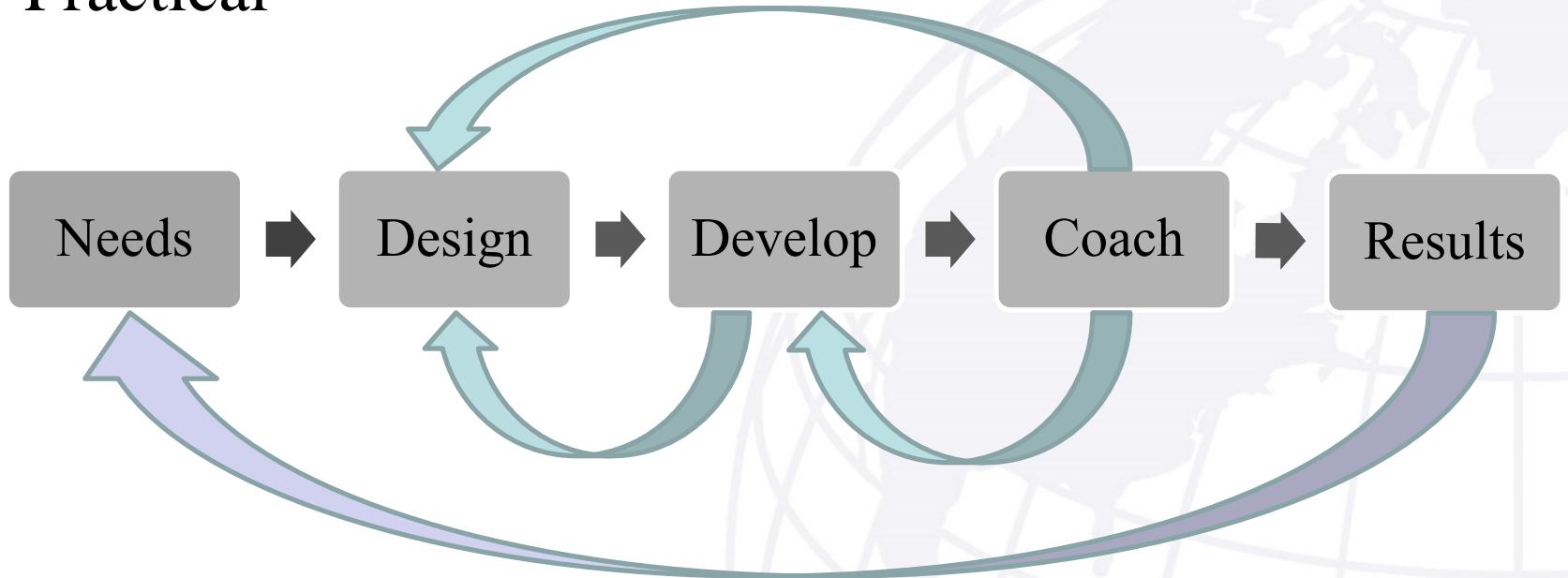


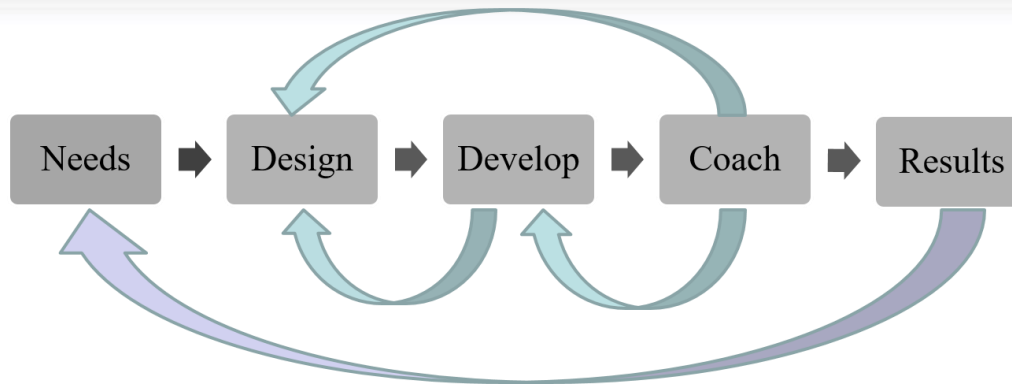
# Needs-based Leader Development Model





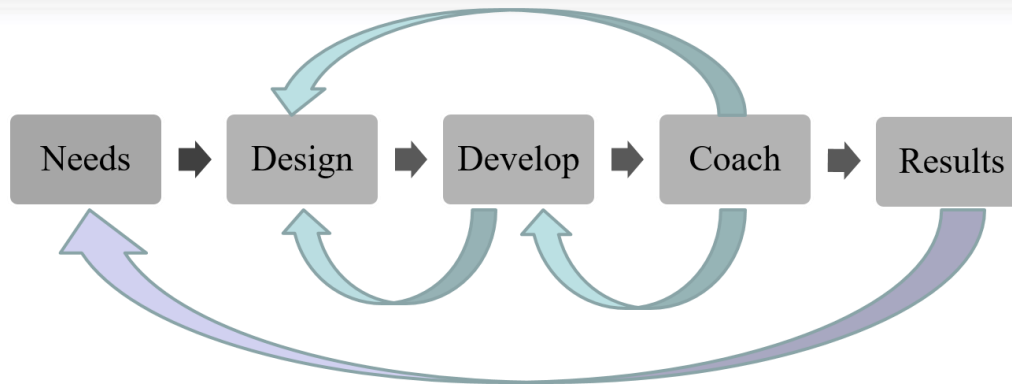
Conceptual  
Developmental  
Practical



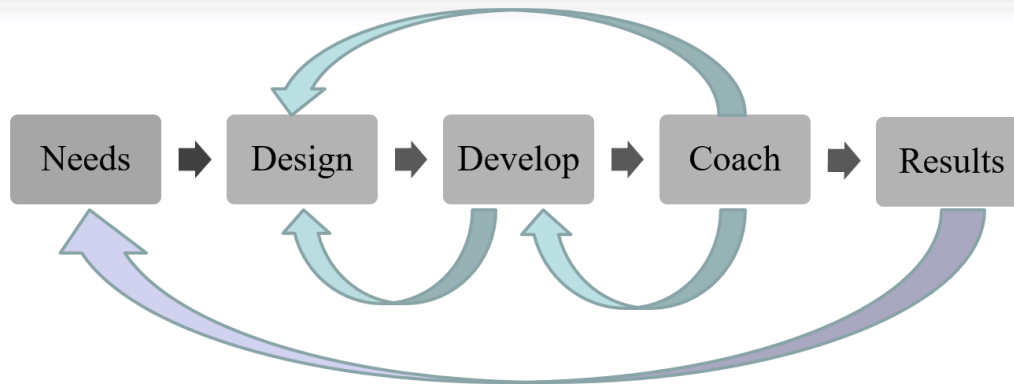


- Organizational needs (Katzenbach and Smith, 1993)
  - Context and strategy drive employ - Performance units (team/single-leader) vs. Work groups
  - Human/social capital plans to strategy
- Type & structure (Sundstrom, 1999; Salas, Burke and Stagl, 2004)
  - Outcomes, tasks, specialization, authority
  - Membership, skills, roles
- Support structures (Hackman, 2002; Salas, et al., 2014)





- Team learning models (Kozlowski, et al. 2009)
  - Alignment to needs (temporal, workload dimensions, transitions)
- Competency development (Salas, Burke and Stagl, 2004; Cannon-Bowers, et al., 1995, Day, Harris and Halpin, 2009)
  - Individual task, team task, teamwork
  - Generic and context specific
- Developmental roles (Kozlowski, et al., 2009)
  - Mentor, Teacher, Coach, Facilitator



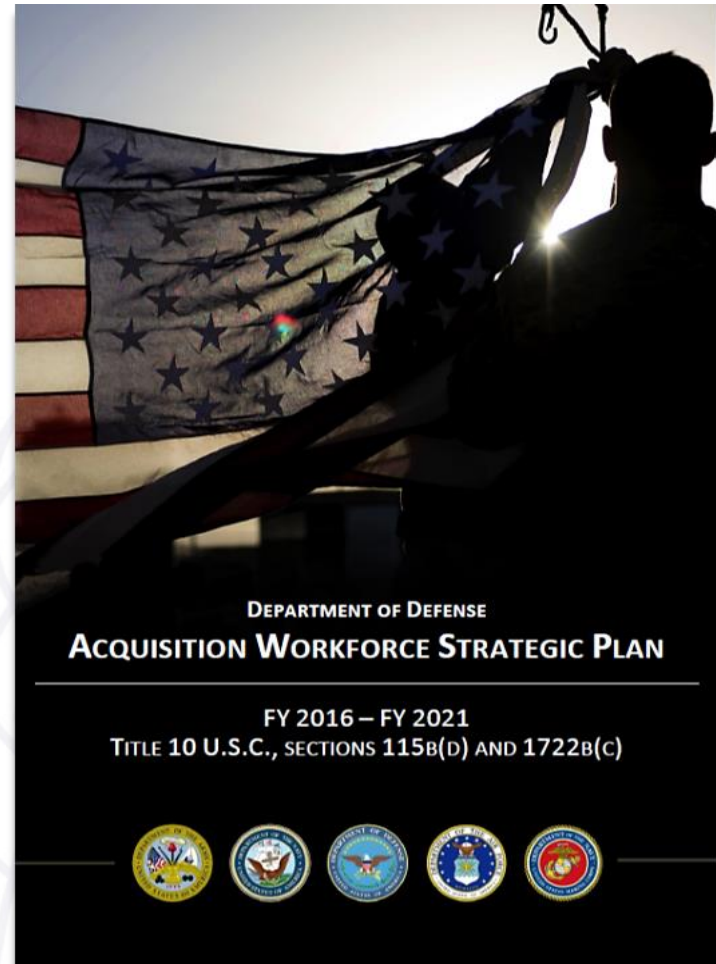
- Team process management (Salas, Burke and Stagl, 2004; Salas, et al. 2014)
- Emergent state cultivation (Edmondson, 2012; Salas, et al. 2014)
- Influencing conditions, engagement, boundary-spanning (Salas, et al. 2014; Stagl, Salas and Burke, 2006)
- Future challenges and goals (Kozlowski, et al., 2009)
- Assessment and succession (McCall, 2010; Kozlowski, et al., 2009; Day, Harris and Halpin, 2009)



- Factors influencing developmental experiences and transitions that build team ‘know-how’
- Efficacy of different education, training and practices designed to facilitate team ‘know-how’
- Effect of within-community interventions on team ‘know-how’
- Scaling team ‘know-how’ across the workforce – what the best bosses do

“Defense Acquisition professionals have the team ‘know-how’ to adapt, innovate and achieve the technical excellence that fields dominant military capabilities.”

DoD Acquisition Workforce Strategic Plan:  
(of the future)





Dr. Stephen C. Trainor  
Visiting Professor  
Graduate School of Business and Public Policy  
U.S. Naval Postgraduate School

