



# Leadership and Strategic Thinking

JOEL K. SENSENIG, PE

COMMANDER, CIVIL ENGINEER CORPS, US NAVY (RETIRED)

# Bottom Line Up Front

Moving people / an organization from Point A to Point B:  
more like land navigation than following a road map

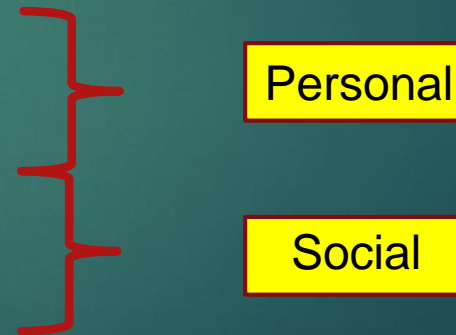


# Key Leadership Requirements

- ▶ Know the Facts
- ▶ Care about the People
- ▶ Communicate the Vision
  
- ▶ Emotional Intelligence (EQ)
  - ▶ Self Awareness
  - ▶ Self Regulation
  - ▶ Social Awareness
  - ▶ Relationship Management

## Stockdale Paradox

- Retain Faith
- Confront the Brutal Facts



# Leadership in Practice

- ▶ Slow is smooth, Smooth is fast!
  - ▶ Ethics are built “brick by brick” – VADM Carter
  - ▶ Policy/Procedures
  - ▶ Knee jerk reactions
- ▶ You can pretend to care, but you can't pretend to be there
  - ▶ Leaders have to engage with people
  - ▶ Show up when things are hard
- ▶ Communicate, Coordinate, Collaborate
  - ▶ What do I know; Who needs to know it; Have I told them?
  - ▶ It's all about people and communication

Mission First, People Always

# Strategic Leadership

## ▶ Levels of Leadership

- ▶ Tactical – leads people; actions, measures, day-to-day work
- ▶ Operational – leads other leaders; strategic plan and objectives
- ▶ Strategic – leads through vision, goals, values and principles

## ▶ “Applying Strength to Weakness” or “Applying Strength to an Opportunity” – Richard Rumelt

## ▶ “Leading with Strategic Thinking”

Olson/Simerson

- ▶ Visionary Type
- ▶ Incubating Type
- ▶ Directive Type
- ▶ Collaborative Type

**Strategy Formation**  
How will you gain insight?

Planned	<b>Visionary</b>	<b>Incubating</b>
	Directive	Collaborative
Emergent	Directive	Participative

**Strategy Execution**  
How do you drive change?

# 2020 SAME Strategic Plan

**VALUE:** The Society of American Military Engineers offers professional and personal development, networking and community involvement to individuals of all ages committed to contributing to our national security, by leading a collaborative and focused coalition of organizations that creates opportunities to address and resolve issues that enhance our national security posture.

**MISSION:** SAME leads collaborative efforts to identify and resolve national security infrastructure-related challenges.

**2020 VISION:** SAME is recognized as the multi-disciplined integrator of military, public, private, and academic national infrastructure-related capabilities to produce viable solutions for America's national security.

- ▶ Relationships
- ▶ Leadership and Mentoring
- ▶ Professional Development and Personal Growth
- ▶ Resilience – “Take a Punch”

# Way Ahead



- ▶ Keep your head up
- ▶ Develop your EQ
- ▶ Get in the arena

"It is not the critic who counts: not the man who points out how the strong man stumbles or where the doer of deeds could have done better. The credit belongs to the man who is actually in the arena..." Theodore Roosevelt  
US President 1901 – 1909



# Leadership and Strategic Thinking

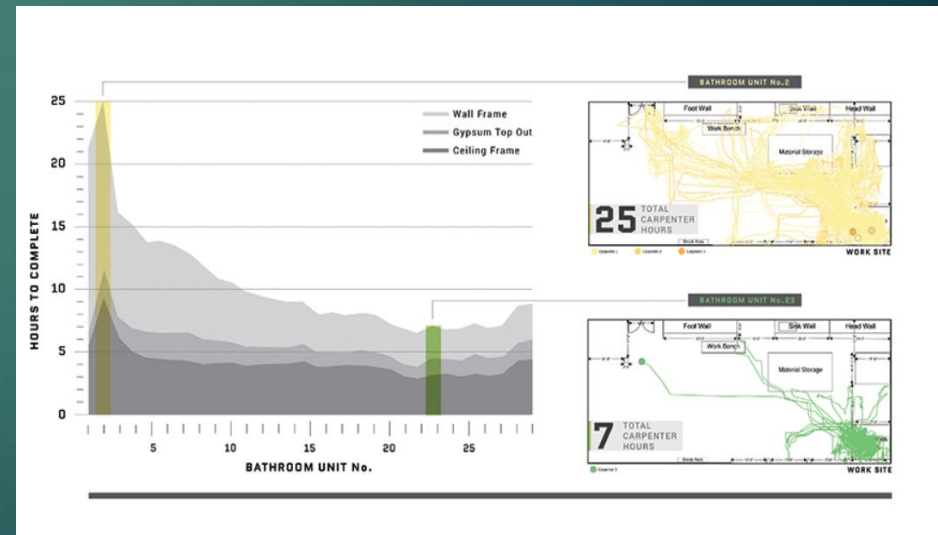
JOEL K. SENSENIG, PE

COMMANDER, CIVIL ENGINEER CORPS, US NAVY (RETIRED)

# Headliners

- ▶ **What Was Volkswagen Thinking? Atlantic Journal**
  - ▶ On the origins of corporate evil—and idiocy
- ▶ **ENR – “End of an Era?”**
  - ▶ A new book says technology is fundamentally changing the professions. NSPE members will be investigating how PEs can adapt
- ▶ **ENR - “Data Treasure Chest”**
  - ▶ Mobilizing, managing and linking construction industry data via the cloud opens a world of possibilities.

**“We keep you alive to serve this ship. So row well, and live.”**



# SAME STEM Initiatives

- ▶ Building our Future Engineers
- ▶ America graduates approximately 75,000 engineers annually— yet this is not enough to keep up with demand. In our increasingly complex world, engineering is critical for meeting the many challenges we face. Engineers advance technologies, create jobs, produce energy and protect the environment. Engineers make this country stronger. Our STEM program is focused on building engineers.