Leadership Styles and the Art of Six Sigma

Tips for creating a lean leadership style

Gary L Miller
SAS R6s Master Expert
(310)616-8615
GLMiller@raytheon.com

This document does not contain technology or Technical Data controlled under either the U.S. International Traffic in Arms Regulations or the U.S. Export Administration Regulations.
Topics

- Hierarchy of Leadership Styles
- Raytheon Six Sigma
- Six Sigma Leadership
Hierarchy of Leadership
Maslow’s Hierarchy of Need

- **Physiological**
  - Air, Food, Water, Sleep, Shelter

- **Safety**
  - Body, Job, Family, Property

- **Love / Belonging**
  - Family, Friends, Community

- **Esteem**
  - Self-Esteem, Confidence, Achievement

- **Self**
  - Morality, Creativity, Problem Solving

- **Actualization**
  - Esteem, Morality, Creativity, Problem Solving
Hierarchy of Leadership

- Servant Leadership
- Transformational Leadership
- Contingency Theory
- Situational Leadership
- Theory X, Theory Y
- Great Man Theory
Great Man Theory

Assumptions
- Leaders are born and not made
- Great leaders will arise when there is a great need

Description
- Early research studied people who were already great leaders:
  - Often from the aristocracy; Few from lower classes
  - Concluded leadership had something to do with breeding

- Follow-on research demonstrated that Leaders can be taught to lead so long as they have Leadership traits:
  - Adaptable
  - Alert to social environment
  - Cooperative
  - Decisive
  - Dependable
  - Desire to
  - Energetic
  - Persistent
  - Self-confident
  - Tolerant of stress
  - Willing to assume responsibility

(Source: ChangingMinds.org)
McGregor’s Theory X, Theory Y

Assumptions

- Management’s role is to assemble the factors of production, including people, for the economic benefit of the firm

Description

- **Theory X: People Require Oppression**
  - People dislike work and attempt to avoid it
  - They have no ambition, want no responsibility
  - They would rather follow than lead
  - People don’t care about organizational goals
  - They resist Change

  A self fulfilling prophecy:
  Satisfy only people’s basic needs
  Results in a tendency to over-control

- **Theory Y: People Require Freedom**
  - They like Work as much as Play and Rest
  - Are self-directed to meet their work objective
  - They seek responsibility
  - They are creative and can handle responsibility

  Can result in a tendency for Laissez-Faire governance:
  Hope for the best
  Mis-alignment of Goals
  Allow events to take their own course
  Let people do what they choose.

Hersey and Blanchard’s Situational Leadership

- **Assumptions**
  - Adapt your style to align with follower “maturity”

- **Description**
  - Employ Four leadership styles to match the development levels of the followers.
    - Directing, Coaching, Supporting, Delegating

(Source: ChangingMinds.org)
Fiedler’s Contingency Theory

- Assumptions
  – A leadership style that is effective in some situations may not be successful in others.

- Description
  – The leader's ability to lead is contingent upon the leader's preferred style, the capabilities and behaviors of followers and environmental factors.
  – Leaders who are very effective at one place and time may become unsuccessful either when transplanted to another situation or when the factors around them change.
Transformational Leadership

Assumptions
- People will follow a person who inspires them.
- A person with vision and passion can achieve great things.
- The way to get things done is by injecting enthusiasm and energy.

Description
- Starts with a vision, a view of the future that will excite and convert potential followers.
- Creates trust with personal integrity
- The route forward may not be obvious, but the direction will always be known.
- Always visible and will stand up to be counted. Show by attitudes and actions how everyone else should behave.
- Infects and re-infects others with a high level of commitment to the vision.
- Pays attention to results and behaviors of others

(Source: ChangingMinds.org)
Greenleaf’s Servant Leadership

■ Assumptions
  – The servant leader serves others by helping them to achieve and improve.
  – The people served grow as individuals, becoming healthier, wiser, more autonomous and more likely themselves to become servants
  – Benefits those who are least advantaged in society

■ Description
  – Primarily concerned with the success of others; to making sure that other people's highest priority needs are being met.
  – Individual followers may be expected to make sacrifices for the good of the whole, in the way of the servant leader.
  – Builds Trusting relationships as a platform for collaboration and service.
  – Creating commitment as a way to collaborative activity.
  – Community building as a way to create environments in which people can trust each other and work together.
  – Nurturing the spirit as a way to provide joy and fulfilment in meaningful work.

(Source: www.greenleaf.org)
Six Sigma Leadership

Stimulating Change to Achieve Better Performance
Raytheon Six Sigma

Sustain and Rolling Wave

Achieve

Change the Culture
Proactively Manage the New System

Prioritize

Identify the Problem
Space & Develop a robust project plan

Characterize

Identify the root causes & constraints, and plan corrective action

Improve

Establish a Vision

Visualize

Commit to doing it right

Commit
Hierarchy of Leadership is needed to Achieve Project Goals

Great Leaders

Servant

Improve

Characterize

Prioritize

Commit

Contingency

Visualization

Transformational
Six Sigma Leadership

Six Sigma Leadership Sets the Conditions for the Team’s Success

Physiological

Safety

Love / Belonging

Esteem

Self

Actualization

Emotional Intelligence
Gary L. Miller Bio

**Gary L. Miller** is the Raytheon Company champion for Critical Chain Project Management (CCPM). He has deployed critical chain on programs large and small across the country and around the world. Mr. Miller has over 24 years experience with Raytheon Co. He holds degrees in both engineering and educational leadership.

Mr Miller started with General Dynamics, Pomona Division as a Guidance, Navigation and Control Engineer. He transferred to Tucson, AZ when Hughes Aircraft acquired GD’s Missile business. There he held positions as Team Lead and Functional Line Manager for a variety of Navy programs for Raytheon Missile Systems (RMS). Mr Miller then worked in the Exoatmospheric Kill Vehicle Program Office as a performance analysis engineer, Proposal Development leader and customer liaison.

In 2001, Gary was provided the opportunity to become a Raytheon Six Sigma expert where he leveraged his engineering, leadership, educational, and change management skills to affect change in various RMS programs spanning all areas of the RMS portfolio. Gary certified as a Raytheon Six Sigma Expert in 2002 and certified as a Master Expert in 2007.

Midway in his career, Gary decided to obtain a Master’s degree in Educational Leadership and was an adjunct math instructor at Pima Community College in Tucson, AZ. There he received the Adjunct Faculty of the Year award in 1997.

During his Raytheon Six Sigma career, Gary was exposed to myriad projects and project leaders, and has coached or trained hundreds of project managers to improve their leadership styles.

In early 2009, Mr. Miller transferred to the Space and Airborne Systems (SAS) segment of Raytheon in El Segundo, CA and is currently a Raytheon Six Sigma Master Expert serving the SAS Enterprise. Mr. Miller is part of the corporate training team and leads many Program Management training sessions nationwide.

Gary lives in Orange County, CA with his wife and killer rabbit.

He can be reached at:
Gary L. Miller
(310)616-8615
GLMiller@raytheon.com