



Foundational Learning



Workflow Learning



Performance Learning

Lesson 4: Managing and Running Your Small Business Office



Current Status of Your OSBP

Small Business Senior Leaders need to know:

- Organizational vision, mission, priorities, and operations
- Organizational acquisition workload types and demands
- Where the Small Business Senior Leader/OSBP fits into the organization and small business function
- OSBP functional mission, priorities, and operations
- The OSBP operating budget
- Allocated OSBP Human Resources
- Allocated OSBP property (equipment)
- Organizational and functional Information (policies, processes, procedures, schedules, and responsibilities)

- Implement the processes necessary to manage your Office of Small Business Programs (OSBP) to meet the mission



- Given a challenge, develop processes to appropriately provide resources for your office
- Implement processes to appropriately manage the daily operations of your office
- Identify methods and practices for monitoring progress toward achieving objectives
- Practice techniques to establish, build, and maintain successful professional relationships
- Establish your strategic plan





Small Business Senior Leader Leadership Cycle





- Why does running an office require both management and leadership?
- What can you do to balance the requirements for managing with the vision to lead?

New and existing Small Business Senior Leaders must:

- Assess the current operating state of their office and ensure that they have the resources necessary to meet the mission



Simon Sinek – Start With “Why”



What are the basic necessities you need to run an office?



What actions would you take to appropriately resource your office?





Budgeting Practices and Execution

[DAU](#)

[Acquisition Community Connection](#)

Explore more in-depth materials regarding DoD budgeting practices and execution at the above and below links

[DAU Primer – Budget Execution](#)





Resources Support Guide

Resourcing your Small Business Office
February 2017

A Guidebook for Small Business Leaders



Leadership Toolkit Presentations



- What are some areas where gaps may exist?
- What should you consider in addressing how to close gaps?

Current State	Future State	Deficiencies	Action Plan

Activity 4.1: Scenario (notional)

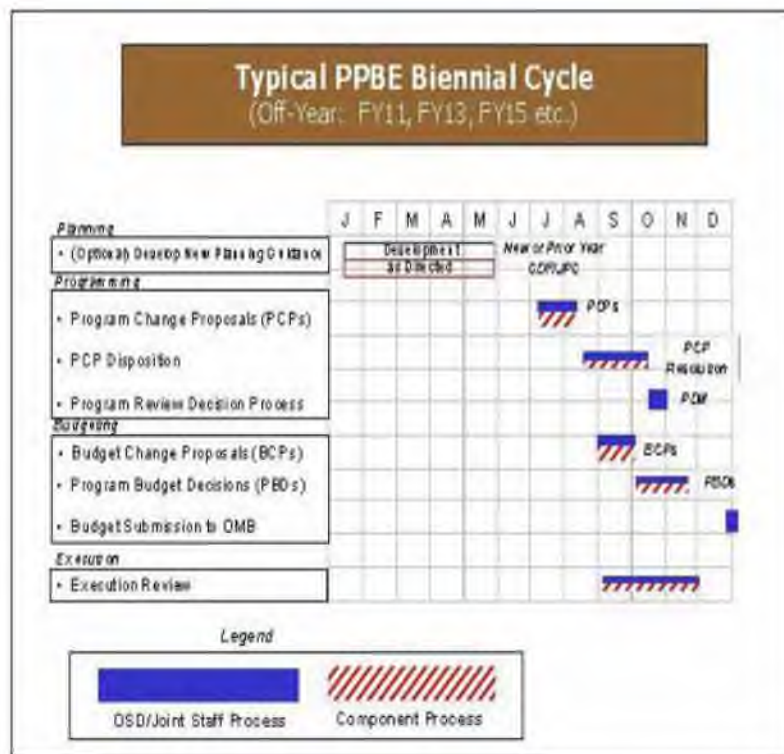
- You are the new director of an OSBP
- You are backfilling a retired director, with whom you have not spoken
- You must review the information she left regarding the status of OSBP operations
- You must make preliminary assessments of the current state of OSBP operations and determine where you want to take the organization over the short- and long-term





Activity 4.1: Resourcing Your Office

1. Review the information left from your predecessor and identify your short-term priorities and long-term strategic objectives
2. Examine in detail the documents and other information your predecessor provided and develop a plan for your office that considers effective deployment of resources
3. Address the 20 percent 'What If' budget cut for this fiscal year and the projected 15 percent budget cut for the next two fiscal years
4. Use leadership tools such as gap analysis or risk analysis and management, as appropriate. Be prepared to explain your choice(s)
5. Be prepared to share your plan during the discussion



Budgeting Cycle

Activity 4.1: Debrief

- What are your initial concerns, short-term priorities and preliminary long-term objectives to focus on based on the information your predecessor left you?
- What steps do you plan to take during the first six months?
- How did you accomplish the 20 percent cuts for the remainder of the fiscal year?
- What, if anything, did you do differently in your budget estimate for the next two years?
- How did the anticipated 15 percent cut affect your preliminary long-term (five-year) objectives?
- What hidden opportunities, if any, were you able to identify?





- Define what you must do as a basis for determining the type and mix of resources needed
- When cutting expenses, focus on what you control first (i.e., niceties vs. necessities)
- Plan for the unexpected (e.g., budget cuts, key personnel losses, regulatory or legislative changes) and conduct a risk analysis to determine mitigation strategies
- Always look for hidden opportunities



Managing Your Office



- *Effectiveness:* Successfully producing the expected or desired results
- *Efficiency:* Accomplishing the job with the minimum expenditure of time, effort, and cost



Interpersonal

- Figurehead
- Leader
- Liaison



Informational

- Monitor
- Disseminator
- Spokesperson

Decisional

- Entrepreneur
- Disturbance Handler
- Resource Allocator
- Negotiator

Part A:

- Brainstorm tasks and responsibilities you have in an OSBP



Part B:

- Brainstorm tips, tools, and best practices for accomplishing the tasks you identified in Part A
 - How have you approached these duties?
 - How have you seen other leaders do so?
 - How are you using technology?
 - What new ideas do you have?
- Outline your best practices on chart paper for presentation to the class



- Are objectives being met?
 - Functional
 - Organizational
 - Strategic
- Are challenges being addressed?
 - Staff stress
 - Mission impacts
 - Corrective actions



Remember, YOU are accountable and must continuously monitor activities to ensure successful outcomes

Monitoring Progress - Processes

- Start with the end in mind
- Identify success indicators
- Consider cause-and-effect relationships
- Take a balanced approach and consider how internal activities affect external results
 - Finances
 - Customers
 - Business processes
 - Organizational capabilities





Leadership Toolkit Presentations



- Set clear expectations
- Gain commitment
- Check progress
- Provide feedback
- Link to consequences
- Evaluate

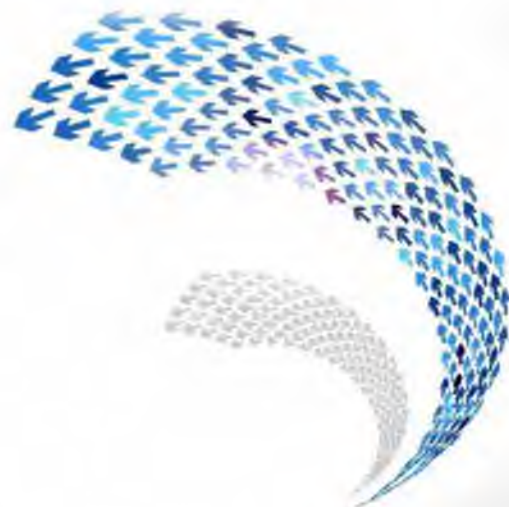


What Does Success Look Like?



Activity 4.3: Monitoring Progress

1. Review your short-term priorities, long-term draft objectives, and recommendations in response to the challenges and constraints (Activity 4.1)
2. Identify what you want to monitor, methods you will use, any implications for short-term priorities, and current accountability methods
3. In your team discuss your approaches, and come to consensus on methods for monitoring progress, and ways to maintain accountability
4. Be prepared to share your ideas during the discussion that follows



Activity 4.3: Debrief

- What methods for monitoring did you consider?
- How did you evaluate each one?
- How do you plan to maintain accountability?
- Did you consider cause-and-effect relationships that could emerge through data collection?
- Which methods, if any, represent new approaches that seem worth consideration?





- When identifying what to monitor, begin with the desired end state in mind
- Take a broad perspective to ensure that you consider cause-and-effect relationships between different areas
- Take advantage of your colleagues' experience with monitoring methods
- Maintain accountability for yourself and your team



Managing Professional Relationships



A Shifting Paradigm: Myth 1



Myth: As the leader, I have the sole authority in the office

Truth: Rather than authority, new leaders have an interdependent relationship with their team



Myth: My title is all the authority I need

Truth: Formal authority isn't a substitute for earned authority



Myth: Because I'm the leader, my employees have to do what I tell them to do

Truth: Compliance is not the same as gaining commitment



Myth: I reward those who have my back

Truth: Individual relationships are important, but not at the expense of undermining the team's ability to fulfill its potential



Myth: All I have to do is keep things running smoothly

Truth: Keeping things operating is not the same as initiating changes to improve performance



- With whom do you have relationships?
- How did they evolve?
- Do you deliberately cultivate relationships?
- What is your personal approach to establishing and maintaining relationships?

Tips for Establishing and Building Relationships:

- Intentionally seek out new relationships
- Notice what is on the wall
- Interest them by being interested
- Remember one fact about a person and bring it up when you speak to them



Tips for Establishing and Building Relationships:

- Value a second perspective
- Use social media in a thoughtful, deliberate way
- Take advantage of professional associations
- Don't only contact people when you need them
- Be responsible and honor your commitments





- Positive feedback informs us when we are on the right track
- Critical feedback helps us change direction and improve

Providing Feedback





Leadership Toolkit Presentations



After providing feedback, you might need to ask for additional actions to be taken



- Listen to all of the feedback before responding
- Focus on the feedback, not the person providing it
- Try to understand, not necessarily to agree
- Ask for clarification if needed
- For emotionally charged issues, take time before responding
- Say “Thank you”



- Consider a time when you have had unresolved conflict with a colleague
 - In a collaboration
 - Counseling an employee
 - With your own leadership
- Describe the situation and how it affected your work





Leadership Toolkit Presentations





Revisit your challenging relationship from the reflection. Consider:

- Your own perspective
- The other person's perspective
- A third person's perspective

Change your physical position each time you switch roles

Activity 4.4: Relationship Techniques

1. Role-play providing feedback using SBI, Perceptual Positions, and a Request for Action
1. Use the rubric to offer your partner feedback on his or her participation



Activity 4.4: Rubric

- Clearly describes the situation, behavior, and impact
- Offers feedback in a non-judgmental manner
- Leads a discussion with Perceptual Positions with consideration of both perspectives
- Presents a reasonable Request for Action in a thoughtful manner
- Receives feedback in an open and receptive manner

Activity 4.4: Relationship Techniques—Rubric

Your Name: _____ Date: _____

Learning Objective:

- Practice techniques to establish, build, and maintain successful professional relationships.

Directions:

As you complete this activity, rate your partner on how effectively he or she demonstrates the desired behaviors. Add comments to clarify your assessment, especially in areas in which you feel he or she needs further development.

Desired Behaviors	Rating					Comments Please provide comments for any rating below 3.
	Poor	Fair	Neutral	Good	Excellent	
Clearly describes the situation, behavior, and impact	1	2	3	4	5	
Offers feedback in a non-judgmental manner	1	2	3	4	5	
Leads a discussion with Perceptual Positions with consideration of both perspectives	1	2	3	4	5	
Presents a reasonable Request for Action in a thoughtful manner	1	2	3	4	5	
Receives feedback in an open and receptive manner	1	2	3	4	5	

Include additional comments regarding his or her performance in the Notes area below.

Activity 4.4: Debrief

- How comfortable were you in each role?
- Consider the feedback you received on the rubric. What would you do differently given another opportunity?
- How did you react in the moment? What do your reactions tell you about how you provide or perceive feedback?
- How might you apply this in your workplace?
- What key insights do you have from conducting the role-play?





- Professional relationships must be deliberately cultivated and maintained
- Trust is complex, and is the foundation of successful relationships
- Feedback is also important for effective relationships and for personal growth
- Recognizing multiple perspectives can help address conflict and avoid misunderstandings

- Explored the differences between being an SBP and a Small Business Senior Leader
- Examined the distinction between management and leadership
- Conducted an assessment of your OSBP
- Developed vision and mission statements
- Crafted a mission brief for your small business program
- In the face of common challenges, developed some preliminary objectives for an OSBP
- Made decisions about the day-to-day operations of running and monitoring an office
- Identified some key elements and skills necessary for successful professional relationships



Start With “Why” – Add “How” and “What”



Strategic Plans



- **Vision Statement (Why)** – What will it look like if you succeed?
- **Mission Statement (How)** – How will you accomplish your vision?
- **Strategic Goals (What)** – How will you know you have accomplished your mission?
- **Objectives** – What specific steps will you take to meet your strategic goals?
- **Actions** – How will you implement these steps?



1. Use data to assess your program
2. Examine stakeholder needs
3. Determine the future direction
4. Define strategic goals and objectives
5. Identify performance measures




Creating Your Strategic Plan (cont'd.)



6. Identify actions with specific milestones
7. Communicate a draft of your plan
8. Get input and buy-in from key stakeholders
9. Finalize and publish your plan
10. Periodically review and update your plan



Strategic Plan Example

- 
- A large, 3D wooden arrow pointing downwards, positioned on the left side of the slide, spanning the height of the list of items.
- **Vision statement:** The organization will consistently maximize small business utilization in all of its acquisitions
 - **Mission statement:** The OSBP will support its organization by negotiating goals, monitoring performance, and providing assistance
 - **Strategic Goal:** The organization will increase its annual percentage of awards to small businesses to 30 percent within five years
 - **Objective:** The organization will increase its awards to small businesses by expanding market research capabilities
 - **Action:** The organization will ensure that all program managers and contract specialists receive 10 additional hours of market research training each year



- Specific
- Measurable
- Achievable
- Relevant
- Time-Bound



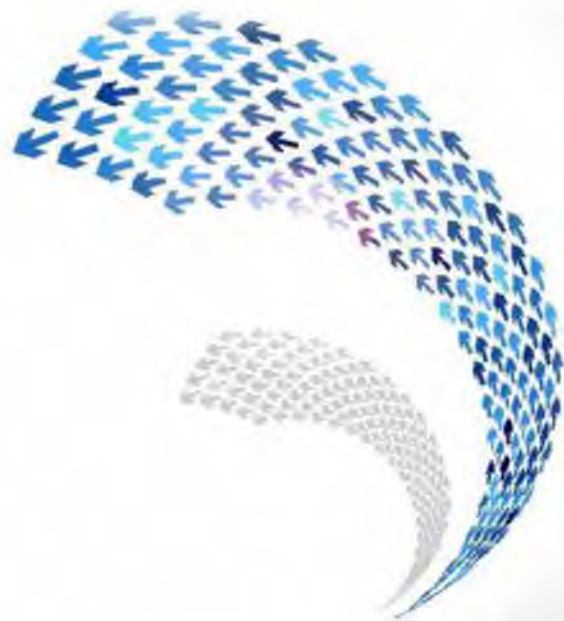
SMART Examples

- **Strategic Goal:** The organization will increase its annual percentage of awards to small businesses to 30 percent within five years
- **Objective:** The organization will increase its awards to small businesses by expanding market research capabilities
 - **Action:** The organization will ensure that all program managers and contract specialists receive 10 additional hours of market research training each year



Activity 4.5: Creating Your Strategic Plan – Graded Activity

- Craft SMART strategic goals aligned to your OSBP vision and mission
- Refine your objectives to support your strategic goals
- Identify actions that will allow your office to implement your objectives





Activity 4.5: Grading Rubric

Strategic Plan Element Demonstrated	Points
Strategic goals meet the SMART criteria (specific, measurable, achievable, relevant, and time-bound).	10 points
Strategic goals are aligned to vision and mission statements.	4 points
Objectives clearly support achievement of the strategic goals.	4 points
Actions support implementation of the objectives.	4 points
The plan is clear and easy to understand.	3 points

Activity 4.5: Debrief

- Does your OSBP have a strategic plan? Are you familiar with your organization's strategic plan? Your functional area's strategic plan(s)?
- Was it difficult aligning your strategic goals to your vision and mission?
- What was the most challenging part of this process?
- Does your strategic plan guide your daily work, or is it more of a document on the shelf?
- How can you ensure that your plan does guide your daily operations?





- Developing a strategic plan is a complex process that involves assessing your program, determining its future direction, defining performance measures, establishing a roadmap for implementation, and communicating with your stakeholders



- The essential elements of a strategic plan include:
 - A vision statement
 - A mission statement
 - Strategic goals
 - Objectives
 - Actions
- SMART strategic goals are:
 - Specific
 - Measurable
 - Achievable
 - Relevant
 - Time-bound

Resourcing and Managing Your Office



Monitoring Progress



Managing Professional Relationships



Creating Your Strategic Plan



- Have the challenges you encountered changed the way you think
 - about your current responsibilities?
 - About your role as a leader?
- What can you do to ensure that the decisions you make support the strategic direction
 - of your office?
 - of your organization?
 - of your functional area?
- What other insights do you have from the lesson?

