Driving Innovation Through Leadership:

A Woman's Perspective

“Nothing’s Changed - Everything’s Changed”

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Research Business Group
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Society of Automotive Engineers (SAE) - Land Sea Air
Women's Engineering Committee (WEC) Technical Session
Tuesday, April 4, 2006
COBO Hall - Detroit Michigan

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TACOM TARDEC

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Driving Innovation Through Leadership

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Driving Innovation Through Leadership!
Materiel = Equipment
U.S. Army Aviation & Missile Research, Development & Engineering Center
Aviation Applied Technology Directorate
U.S. Army Materiel Systems Analysis Activity
U.S. Army Armaments Research, Development & Engineering Center
**U.S. Army Tank Automotive Research, Development & Engineering Center**
U.S. Army Communication-Electronics Research Development & Engineering Center
U.S. Army Edgewood Chemical Biological Center
U.S. Army Material Command Field Assistance in Science & Technology
U.S. Army RDE Command International Cooperative Programs Activity

U.S. Army Research Laboratory
U.S. Army Research Office
U.S. Army Research Office-Washington
U.S. Army Natick Soldier Center
Systems of Systems Integration

Ground Vehicles
Driving Innovation Through Leadership

Nothing’s Changed

- Join the Team
- Work hard
- You’re NOT on the Team*

*Games Mother Never Taught You

Betty Lehan Harragan (1978)
Driving Innovation Through Leadership

Everything’s Changed

- It’s the Learning Organization* that drives innovation
- Competence
  - Personal Mastery
  - Mental models
  - Building shared vision
  - Team learning
  - Systems Thinking
- One competent woman can positively influence her organization

*The Fifth Discipline: The Art & Practice of The Learning Organization
Driving Innovation Through Leadership
The Army Values: Competence AND CHARACTER

• Leaders can be trained*

• Competence AND

• CHARACTER

"Moral courage is the most valuable and usually the most absent characteristic in men."
General George S. Patton, Jr

*Leadership Education and Development (LEAD)
Center for Army Leadership
U.S. Army Command and General Staff College
Fort Leavenworth, Kansas FY05
Driving Innovation Through Leadership!

“Your peer group determines your next success.”

LTC Mike Cannon to Great Lakes Chapter Federally Employed Women (FEW) 1995

- Professional Associations and Networking
- Courage isn’t enough – The Shannon Faulkner Story
- Without a peer group, your LEADERSHIP is limited

Image from CNN U.S. News Year in Review 1995
Recommended Reading

• **Games Mother Never Taught You**  
  Betty Lehan Harragan (1978)

• **The Fifth Discipline: The Art & Practice of The Learning Organization**  
  Also [http://www.infed.org/thinkers/senge.htm](http://www.infed.org/thinkers/senge.htm)

• **Leadership Education and Development (LEAD)**  
  Center for Army Leadership  
  U.S. Army Command and General Staff College  
  Fort Leavenworth, Kansas FY05

• **Field Manual (FM 1) The Army (June 2005)**  

• **Federally Employed Women (FEW)**  
  [www.few.org](http://www.few.org)

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*Public Service is a Public Trust*

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