

**White Paper  
On  
TSOD's Leadership & Management  
Workshop**

**LEADERSHIP & MANAGEMENT GOLDEN NUGGETS**

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Nov 2015



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## **Executive Summary**

This White Paper is a descriptive summary and overview of TSOD's new, one day Leadership & Management Workshop. This workshop was developed by and is facilitated by Dr Ray Shulstad a retired AF general and industry corporate officer. It is based on Ray's highly acclaimed book, *"Golden Nuggets: A Practitioner's Reflections on Leadership, Management and Life."*

This is the workshop you need to improve the leadership and management of your teams and organization at all levels and in all functions. The workshop presentations, discussions and exercises will be tailored to meet your specific objectives and the needs, competency and maturity level of your people. Your attendees will benefit directly from Ray's knowledge and experience derived from his 45 year professional career in the military and with industry which included over 20 years in executive level positions. They will come away with a complete arsenal of leadership and management "Golden Nuggets" which are generic principles and best practices derived from Ray's experiences. Armed with Ray's specific application examples of the "Nuggets", your attendees will be able to apply these lessons learned and best practices immediately in their own business environment. Their new knowledge and skills will assure their team's success and help your organization survive and thrive in these challenging times.

## Introduction

In today's tough, competitive environment, poor performing organizations will probably cease to exist and good organizations must proactively take action to make themselves better and ultimately become great. Organizations must strive to continuously improve their effectiveness and efficiency, reduce their operating costs and apply technology to develop new and profitable services and products. Effective leadership and management are essential to achieving all of these goals.

In "**Good to Great**"<sup>1</sup>, Jim Collins, based on studying many companies who successfully made this transformation, lays out a strategy consisting of six elements: (1) Level 5 leadership (humble, professional drive, and competent); (2) getting the right people on board before deciding "the What"; (3) an ability to confront the brutal facts of your current reality; (4) driving the business with the Hedgehog Concept which seeks to find something you are passionate about, you can be the best in the world at and you can make a lot of profit at; (5) embracing a culture of discipline; and (6) using technology to accelerate the transformation. An examination of these elements clearly shows again that improved leadership and management at all levels of the organization are essential to success.

Unfortunately, leadership and management are both an art and a science. The science aspect can be learned by acquiring knowledge from reading and training programs. But, the art aspect requires the application of the science to particular situations. There is no one model that will fit every situation, and the model applied must be adjusted to the situation. And, in today's complex environment, the basic leadership and management skills while still essential are simply not sufficient. For example, inspiring innovation has become a leadership imperative. Similarly, matrix management and joint ventures between organizations have become common which drives the need to learn how to lead and manage through influence in the absence of hierarchical authority. That is why this workshop devotes significant time to skills like these.

In his book and in this workshop, Ray strives to present a fairly complete and integrated view of the principles or science of leadership and management along with best practices or applications of the science based on his years of experience. None of the principles or best practices is unique. On the contrary, they have been time tested in many different environments by Ray and others and have proven to be effective in meeting the challenges of leadership and management. The overall objective of the workshop is to show how these principles and best practices as summarized in the Golden Nuggets can help today's leaders and managers meet these challenges, become better and ensure that their organizations will survive and thrive in the future.

We recognize that there are many good leadership and management training programs offered by academia and private institutions. Although these programs have excellent instructors, they are teachers whose credibility is constrained in many instances by the lack of actual experience. When

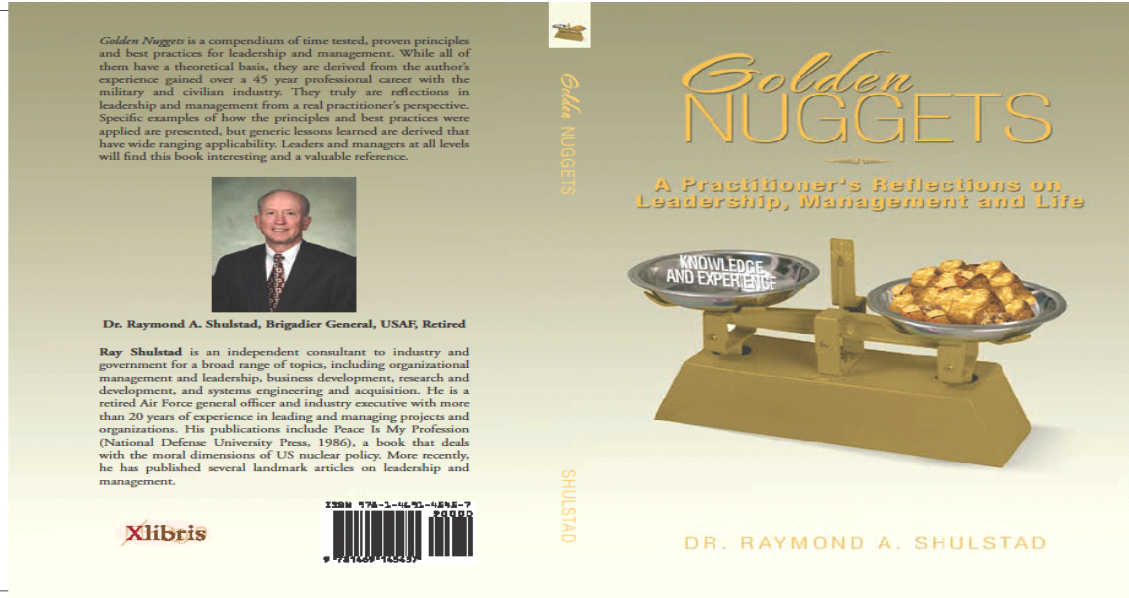
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<sup>1</sup> Jim Collins, "**Good to Great**", New York, HarperCollins Publishers, 2001

they show how the principles can be applied, they use case studies developed by others. In contrast, Ray uses example based on his own vast, practical experience.

**Background:**

***Golden Nuggets: A Practitioner’s Reflection on Leadership, Management & Life***



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“Golden Nuggets” is a compendium of time tested, proven principles and best practices for leadership and management. While all of them have a theoretical basis, they are derived from the author’s experience gained over a 45 year professional career with the military and civilian industry. They truly are reflections in leadership and management from a real practitioner’s perspective. Specific examples of how the principles and best practices were applied are presented, but generic lessons learned are derived that have wide ranging applicability. Leaders and managers at all levels will find this book interesting and a valuable reference.

*The only source of knowledge is experience.*

Albert Einstein

After Ray retired from civilian industry in 2006, he established his own consulting company, and sharing his knowledge and experience in leadership and management became a retirement passion for him. It is that passion that drove him to write “Golden Nuggets” and four landmark articles on leadership and management. In the summer of 2009, he published “Perspectives on Leadership and Management” in the *Air and Space Power Journal*.<sup>2</sup> This article provides an integrated view of leadership and management, describes the elements of effective leadership, and highlights approaches and best practices for both project and organizational management. His views have been strongly influenced by several years of formal academic training, by his many bosses and mentors, and by the works of icons like Tom Peters, Spencer Johnson, Ken Blanchard, Warren Bennis, W. Edward Deming, Jim Collins and Robert Kaplan. So, although there is an academic basis for most of the best practices, the article is clearly written from the perspective of a practitioner, one who has toiled in the trenches at many levels and applied the knowledge he has acquired from all these sources. The article was extremely well received within the Air Force community and by his friends, colleagues, and former bosses and subordinates.

A common theme in their feedback was that literally every paragraph had “Golden Nuggets” or practical pearls of wisdom that could be applied by others to meet the challenges of leadership and management. In follow-on articles, he adopted the approach of concluding them with a summary of the Golden Nuggets, expressed in generic form that could be applied by others in different environments and situations. He used that same approach in the summary for his book and because the concept has such powerful implications, titled the book itself “*Golden Nuggets: A Practitioner’s Reflections on Leadership, Management and Life.*” In addition to this title, the book’s cover has a picture of a scale suggesting that the knowledge and experience reflected in the “Golden Nuggets” are worth their weight in gold.

Suggestions from former subordinates led to three follow-on articles. In the fall of 2009, he published a short article or vignette, “The Three Ps: The Keys to Career Success.”<sup>3</sup> The article discusses outstanding performance, extraordinary professionalism, and continuous professional development as the keys to career success. In the summer of 2010, he published “Leading and Managing through Influence.”<sup>4</sup> Based on a case study of the B-1B bomber nuclear certification program, which he led in the 1980s, the article describes challenges and best practices for managing a program with multiple organizations involved and without hierarchical authority. Finally, in December 2011, he published “Cursor on Target: Inspiring Innovation to Revolutionize Air Force Command and Control.”<sup>5</sup> This article

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<sup>2</sup> Raymond A. Shulstad, “Perspectives on Leadership & Management”, *Air and Space Power Journal* Vol 23, no.2 (Summer 2009):pp 11-18

<sup>3</sup> ii Raymond A. Shulstad, “The Three Ps: The Keys to Career Success,” *The Wright Stuff*, Vol 4, issue 21, Oct15, 2009

<sup>4</sup> Raymond A. Shulstad, “Leading and Managing through Influence: Challenges and Responses,” *Air and Space Power Journal*, Vol 24, No.2 (Summer 2010): pp 6-17.

<sup>5</sup> Raymond A. Shulstad, “Cursor on Target: Inspiring Innovation to Revolutionize Air Force Command and Control,” *Air and Space Power Journal*, Vol xxv, No.4 (Winter 2011): pp 19-28

describes how former Air Force Chief of Staff, General (retired) John J. Jumper's vision of an integrated and automated command and control system inspired his organization to provide a revolutionary response using rapid prototyping and information technology. The result was a machine-to-machine targeting capability that dramatically reduced the targeting cycle timeline and friendly fire casualties.

Although he provided links to the four articles on his web site, [www.shulstadconsulting.com](http://www.shulstadconsulting.com), distribution outside of the Air Force community was limited. Hence, his objective in publishing "*Golden Nuggets*" was to share his experience and knowledge with the broader leadership and management community outside the Air Force. The core of the book is the three articles on leadership and management and the vignette on career success. To that core, he added twenty-seven unpublished vignettes organized into four categories: leadership, management, career success and the personal side.

The vignettes cover a broad range of subjects such as the importance of integrity, taking charge of an organization, lessons in leadership from Colin Powell and Gettysburg, using the Harvard Business School's balanced scorecard for organization management, delegation, exceeding expectations, his philosophical beliefs, dealing with adversity, and reflections on his Air Force career. Some of the vignettes are short, taking up no more than a page or two. Others are longer, requiring ten pages or more. Each article and vignette is autonomous and stands alone, i.e., you can read one without needing to read any others. This approach by design leads to some duplication, but that is a small penalty to pay for the benefits of autonomy. So, readers can read it cover to cover or simply pick and choose which subjects they are interested in. And, this structure lends itself to provide an easy access future reference for both groups.

Here are some examples of his Golden Nuggets:

- People want to satisfy their boss and do good work. So, tell them what you expect and empower, inspire & enable them: you will never be disappointed
- Delegate, hold them accountable & get what you expect by inspecting progress
- Leading by influence requires getting commitment, teamwork, building trust & respect, open communications, barrier removal and a comprehensive plan with well-defined responsibilities
- Elements of effective leadership: taking care of and empowering people, setting the vision and direction, effective communication, embracing and instilling a positive, can do/will do attitude, being proactive and mentoring subordinates
- Successful, strategy driven organizational management requires alignment with tactical, day to day execution
- Success in any endeavor depends on leadership, engaged & talented people and teamwork

## **About Ray Shulstad**

### **The Workshop Developer & Facilitator**

Ray Shulstad is an independent consultant to industry and government for a broad range of topics including organizational management & leadership, research & development, system engineering & acquisition and business development. He joined TSOD's stable of facilitators in June 2015.

In April 2006, Ray retired as the Senior Vice President and General Manager of MITRE's Center for Air Force Command and Control Systems that provided systems engineering support to the Air Force Materiel Command's Electronic Systems Center and other Air Force agencies. Before assuming his final position with MITRE in May 2001, Ray served as the Vice President and Deputy General Manager for MITRE's Air Force Center. From Jan 1999 to Jan 2001, he served as the Director of the MITRE-Colorado Springs Operations. In this role, he was responsible for overseeing MITRE's system engineering support to NORAD and the military Space commands.

Prior to joining MITRE in January 1999, Ray was the Director of Strategic Planning for Surveillance and Battle Management Systems for Northrop Grumman Corporation in Melbourne, Florida. He joined Northrop Grumman after his retirement from the Air Force as a Brigadier General in October 1994.

During his Air Force career, which began in 1966, Ray accumulated over 20 years experience in planning and directing the development and acquisition of aeronautical and command & control, communications and intelligence systems. In addition to several high level staff positions in the Pentagon, Ray served in a number of executive leadership positions. His most recent Air Force assignments included: Vice Commander of the Aeronautical System Center (ASC) at Wright-Patterson AFB (1993-1994); Vice Commander, Electronic Systems Division, Hanscom AFB (1991-1993); Assistant Deputy Chief of Staff for Requirements, Headquarters Air Force Systems Command (1990-1991); Commander of the Rome Air Development Center (1988-1990); System Program Director for ASC's Aeronautical Equipment System Program Office (1986-1988); and Director of Systems Engineering at ASC (1985-1986).

Ray received a Bachelor of Science Degree in Chemistry in 1966 from the University of Alabama, and both a Master of Science and Ph.D. in Nuclear Engineering from the Air Force Institute of Technology in 1968 and 1976 respectively. He is a graduate of the Industrial College of the Armed Forces and the Defense Systems Management College's Program Management Course. His publications include a 1986 book, "Peace is My Profession", that deals with the moral dimensions of U.S. nuclear policy. More recently, he has published several landmark articles on leadership and management and the highly acclaimed book, "*Golden Nuggets: A Practitioner's Reflections on Leadership, Management and Life*".



In summary, Ray is a retired AF general officer and industry executive with 45 years of experience in leading and managing organizations, systems acquisition & engineering and research & development. He is an accomplished program manager certified at the top level of the acquisition professional career field. His broad range of assignments included: hands-on laboratory research; high level corporate staff positions; leading a large research laboratory and several engineering organizations; top executive positions in Air Force acquisition organizations; chief corporate planner for a billion dollar a year business; and General Manager of a \$300 million dollar a year nonprofit, system engineering organization. He has been in your shoes and your customer shoes by working in government and industry, staff and field organizations, small & large organizations, functional & project organizations, matrix and line organizations, working level to executive positions and project and organization management. It is this broad, but in depth experience acquired by toiling in the trenches at all levels that makes him an exceptional facilitator and this workshop truly unique and extremely valuable.

## **Description**

### **TSOD's Leadership & Management Workshop**

The workshop is based primarily on Ray's book, *"Golden Nuggets: A Practitioner's Reflections on Leadership, Management and Life."* It is a one day workshop presented at the customers operating location. The workshop includes presentations, class discussion and individual and group exercises. Sign up and scheduling information can be found on [TSOD.com](http://TSOD.com)

The workshop can be presented to individuals or teams. And, it can be tailored for specific customers and in time and content for attendees at different stages of their career or with different needs and challenges. The tailoring is done by the facilitator after consultation with the customer on: his objectives for the workshop; attendees background, maturity level and needs; and leadership and management challenges facing the team &/or organization.

In general, the overall objective of the workshop is to improve the leadership & management of individual attendees &/or teams by: illustrating that leadership & management really matter; emphasizing that improved leadership and management at all levels and functions in organizations will be necessary for mission success and to survive and thrive in today's challenging environment; and refreshing & expanding their knowledge of leadership & management basic principles and best practices.

Specific examples of the applications of the principles and best practices are presented based on Ray's 45 year professional career in the military and with industry. Then, the specific applications are translated into generic "golden nuggets" that can be applied by others in different operating environments and situations.

## **Workshop Overview**

### **Outline**

- Opening Remarks
- Introduction
- Workshop Overview
- Leadership Golden Nuggets
  - Leadership Basics
  - Six Elements of Effective Leadership
  - Lessons in Leadership
  - Leading through influence
  - Inspiring Innovation: a Leadership Imperative
- Management Golden Nuggets
  - Management Basics
  - Project Management
  - Organization Management
- Summary: The Golden Nuggets
- Closing Remarks

### **Description**

The workshop begins with opening remarks by the facilitator and senior customer representative. Then, the facilitator and class introduce themselves and the facilitator reviews workshop objectives and provides an overview of the workshop.

Then the workshop focuses on Leadership Golden Nuggets beginning first with a refresher on leadership basics including: examining the importance of leadership; defining leadership; discussing leadership styles; stressing the importance of using self-reflection to determine your philosophical beliefs which dictates your preferred leadership style; examining the differences between

leadership and management; discussing leadership development; examining the qualities of leadership especially integrity, the most important one; building teamwork and high performance teams; and effective delegation.

After covering the basics of leadership, the workshop moves onto a discussion of six essential elements of effective leadership which are: taking care of and empowering people; setting the vision and direction; effective communication; embracing and instilling a positive, can do/will do attitude; being proactive and mentoring subordinates. Special emphasis is placed on transformation leadership where the leader must convince the organization that no matter how well they have done in the past, change is needed and their best is still to come. The key here is to instill pride in past accomplishments and excitement about future challenges and opportunities. Before moving onto a couple of special and important topics, the workshop discusses lessons in leadership from Colin Powell and the Battle of Gettysburg.

The first special topic is leading and managing through Influence. Based on a case study of the B-1B nuclear certification program which he led in the early 1980s, Ray describes challenges and best practices for managing a program with multiple organizations involved and without hierarchical authority. Generic “Golden Nuggets” are presented for meeting this kind of leadership and management challenge.

The second special topic is on inspiring innovation which has become a leadership imperative. In this session, Ray describes how the Air Force Chief of Staff’s (General John Jumper) vision of an integrated and automated command and control system inspired a revolutionary response using rapid prototyping and information technology to provide a machine to machine targeting capability that dramatically reduced the targeting cycle timelines and friendly fire casualties. Generic “Golden Nuggets” are again presented for meeting the challenge of this leadership imperative.

Next, the workshop shifts into a focus on Management Golden Nuggets beginning with a refresher on management basics like plan, organization, direct and control. Special emphasis is placed on metrics to assess progress and predict problems. Then, the workshop looks at approaches and best practices for both project and organization management. Special topics include the Harvard Business School’s Balanced Scorecard approach to organization alignment and management, metrics, distinguishing between action and activity, organization stature, using Myers Briggs to improve organization effectiveness, allocating manpower and delegation. This session concludes with a set of expectations that every project manager should be given.

Significant time is devoted to the use of the Balanced Scorecard in organization management. Using a generic, nonprofit engineering organization as an example, the framework from vision to goals to objectives to initiatives is described in a strategy map along with how organization alignment is achieved by flowing the goals down to every layer of the organization and ultimately into personal performance goals for every employee. To assure organization responsiveness to a changing dynamic environment, a strategic environment assessment is used to derive executive

focus groups for initiatives of especially high importance. Finally a balanced scorecard is developed showing the metrics for the objectives and initiatives.

### **Unique Value**

Prior to joining TSOD in June 2015, Ray has presented numerous seminars and lectures based on *Golden Nuggets* to a broad, diverse set of audiences including MBA programs, ROTC Detachments, high school leadership classes, Air Force organizations, aerospace companies, service organizations, veterans associations/clubs and professional association symposiums. The client feedback from his seminars and presentations has always been very favorable and suggest clients believe his value added discriminators are: 1) the credibility he has based on the practical experience gained from his 45 year professional career with the Air Force and industry; 2) a best value price; 3) the presentation of specific examples of the applications of leadership and management principles and best practices; and 4) his approach of summarizing the specific applications of the principles and best practices into generic "Golden Nuggets" that can be applied by others in different situations and organization environments.

We recognize that there are many good leadership and management training programs offered by academia and private institutions. We do not view this workshop in competition with these programs but as a unique complement. Although these programs have excellent instructors, they are teachers whose credibility is constrained in many instances by the lack of actual experience. When they show how the principles can be applied, they use case studies developed by others. In contrast, Ray uses example based on his own vast, practical experience.

Workshop attendees will benefit directly from Ray's knowledge and experience derived from his 45 year professional career which included over 20 years in executive level positions. They will come away with a complete arsenal of leadership and management "golden nuggets" which are generic principles and best practices that they will be able to apply immediately. Their new knowledge and skills will assure their team's success and help their organization survive and thrive in these challenging times.

Workshop attendees will be given a signed copy of *Golden Nuggets*, an electronic copy of all presentations that can be copied and shared with others without copyright restrictions and a TSOD Workshop Notebook for recording notes and exercises.

Companies who send their people to this workshop can expect them to return with significantly improved leadership and management skills which will lead to higher performance resulting in increased revenue and profit, improved organizational alignment, better teamwork and increased employee engagement and productivity. The investment will pay significant returns not only now

but in the future as improved leadership and management bench strength will be achieved at all levels and in all functions

### **Reviews & Testimonials**

Ray's articles and book have been extensively reviewed by a number of military, civilian industry and academia experts. Many of these reviewers know Ray and his publications well because they are professional colleagues, friends and former subordinates and bosses. All of the reviews and testimonial are included up front in *"Golden Nuggets"*, pages v-xiv. Here are just a few examples:

*"Ray Shulstad's, "Golden Nuggets", is a blend of lessons learned through a lifetime of practical experience in the program management arena and tried and true axioms from the study of leadership in both large and small organizations. General Shulstad has "walked the talk" and does a superb job of presenting the material in an interesting and useful manner. I recommend this as an addition to the bookshelf of anyone interested in the study and art of leadership."*

Ronald R. Fogleman General (Retired), USAF  
Chief of Staff United States Air Force 1994-1997

*". . . I can testify first hand that he practices what he preaches. And I can tell you that his leadership and management principles and practices really work and can help individuals and organizations fulfill their potential and achieve exceedingly high levels of performance."*

*"Ray has the rare ability to effectively adapt the theory of leadership and management to real life problems, organizations, and most importantly to people. He has a laser focus on results and that permeates his leadership philosophy."*

Richard J. Byrne  
Senior Vice President and General Manager  
The Command and Control Center  
The MITRE Corporation

*"In this article, Ray Shulstad tells a compelling story of the power of technology inspired by a Concept of Operations that puts technology to work directly for commanders. No endless list of requirements, no overreach for impossible technology. Using a simple organizing principle of Cursor on Target allowed everyone to visualize the same goal and focus on a comprehensive solution. There is no better example of engineers, industry, operators and commanders being on the same page and delivering technology that has saved many lives on the battlefield. We need more of the same!"*

John P. Jumper General (Retired), USAF  
Chief of Staff United States Air Force, 2001-2005

*“ . . . it was his credibility with leadership at all levels, his exceptional ability to communicate to the most senior leaders or to engineers in the trenches, and his exceptional leadership talents and managerial skills that were the keys. He provided leadership to a previously loosely connected bunch of folks that each knew they had a piece, but weren't really connected to the whole or the other pieces . . . his leadership, credibility, communication skills brought this team together and created the environment that allowed them to see the big picture, their part in it, and made them want to do their piece and do it well. In the environment we were in, no one could have forced this to happen—orders, directives, and force of will wouldn't have worked—it was leadership that made this happen, and in the situation we operated in, without the kind of leadership General Shulstad brought to the party, we could not and would not have succeeded.”*

Richard D. Mael Lieutenant Colonel (retired)  
USAF Project Manager for ICBM Fuses Booz, Allen & Hamilton

*“Ray Shulstad's book is right on the mark. His focus is on people and giving them the tools and guidance they need to be successful. The stories bring his philosophy to life and show how it can be done. A must read for those serious about leadership and gaining insight in how to inspire and motivate.”*

William R. Looney General (Retired), USAF  
Commander, Air Education and Training Command, 2005-2008

*“Ray Shulstad is a successful leader in the military and in business. In this compact volume, he distills 45 years of practical leadership experience into basic principles and useful examples that are a wonderful guide to the art of leadership and management.”*

Marty Faga  
The MITRE Corporation President and CEO, 2001-2006

*“Dr. Ray Shulstad's book, Golden Nuggets, provides graduate business students the chance to learn through his vast wisdom and experiences. The vignettes describe how to apply business theory to real world situations. Dr. Shulstad's passion to share valuable lessons in leadership is revealed in this exceptional book with practical application.”*

Dr. Lorrie McGovern  
MBA Director, Donald R. Tapia School of Business

*“Thank you for your January 14, 2013 letter and the opportunity to review your new book, Golden Nuggets. As a true believer in the power of innovation, I am always interested in any publication that touches on that subject....Your work represents an extremely useful collection of leadership lessons and concepts, framed by a lifetime of contextual experience. From the powerful idea of “Cursor on Target” to the importance of maintaining balance in life, Golden Nuggets has something for every leader at any level.....”*

Mark A. Welsh III  
General, USAF  
Chief of Staff

*“I had the pleasure of working closely with Ray Shulstad from 2001 to 2006, observing his leadership and management style. Ray has an impressive ability to motivate and direct an organization by flowing a vision down to day-to-day operation, and inspiring all to contribute by the way he communicates about it. He has a knack for engaging his leadership team in setting strategy aligned with the vision and responsive to key current mission needs, making plans accordingly, and then regularly checking status and adjusting as needed. It was obvious that his skills had been honed by years of experience, and I’m glad that he’s taken on the challenge of sharing his experience and lessons learned with others—we will all benefit.”*

Dr. Louis S. Metzger  
Chief Engineer, the MITRE Corporation  
Chief Scientist of the U.S. Air Force, 1999-2001



**Attendee Takeaways: The Return on Investment**

**Attendee Takeaways: The Return on Investment**