

# REGION XIII OPERATIONAL MANAGEMENT MODEL WHITEPAPER

2018-2019 MOWW ACTIVITY SEASON – MANAGEMENT MODEL BEST PRACTICES DISCUSSIONS

*This white paper provides a cursory review of those operational management model strategies and techniques within the Region XIII organizational structure that have proven to be effective in improved cohesive regional team building efforts, increased upward / downward / lateral inter- and intra-communications, collaboration, involvement, outreach and networking practices.*

## **Fundamental Premise:**

- *“Adhering to established Corporate Operational Model Guidelines Oversight – While providing comfortable increased Operational Flexibility and Execution”* While Region XIII provides oversight support to 3 Departments (each with its own diverse operational model nuances) our overall regional operational model offers field commanders a broad management model spectrum from which to when it comes to carrying out their respective operational missions while also being in full compliance with corporate policy and directives. Case-in-point; the Department of Arizona operates under a fully manned traditional Region-Department-Chapter operational management model structure, while the Department of the Rio Grande uses a modified traditional operational model with little Department oversight intervention over local Chapter operations. The Department of the Rocky Mountains uses yet another variant management model, where the two operational local Chapters choose to carry out their respective operations mostly independent of each other, using direct channels of communication both upward and downward only with regional leadership. This latter management model implementation is due to neither Chapter having the necessary manpower to man nor sustain a traditional Region-Department-Chapter Operational Management Model arrangement. It is also worth noting that while all 3 operational management models are fully functional in carrying out their respective local community support missions, not all the models are equally manned. Case-in-point; the Department of Arizona maintains a fully manned leadership and staff arrangement, while the Department of the Rio Grande only maintains a smaller essential leadership-staff centric arrangement, and the Department of the Rocky Mountains does not sustain any traditional Department operational structure currently, choosing to carry out their 2-Chapter operations uniquely independent of each other and each with their own established nexus to Region XIII directly. It is our Region XIII leadership position that enforcement of a corporate “one-size-fits-all” Region-Department-Chapter arrangement (along with the added persistence of sustaining an “all Departments comply with a traditional fully manned operational management model staff structure” that further aggravates and adds undue stress upon local Commanders and is inherently counterproductive in hindsight for the good of the Order mission at large.

## **Best Practices:**

- *“Focusing on Leadership Mentorship – While minimizing the negative stigma of Increased Leadership Responsibilities”* Our leadership mentorship philosophy is predicated upon the notion that those fellow companions who demonstrate a willingness to contribute to the mission should be provided the opportunity to seek higher leadership roles within the regional organizational structure, regardless of their level of experience and also make those opportunities as less stressful as possible during the transition process. While aspiring for advanced leadership positions within the Order is normally associated with increased workloads and a perceived “dumbing of responsibilities” upon the new leadership, in Region XIII we place a premium on ensuring that “up-and-coming” new leadership prospects are afforded the opportunity to build upon their MOWW leadership position resumes while not necessarily incurring any added unwarranted stress in assuming their added duties.

We minimize the impact of a “dumbing of responsibilities” stigma by insisting that any out-going leadership continue to serve as a “prime mentor” to the new leadership as his or her Adjutant Officer. This practice provides continuity of operational leadership effectiveness and desired operational efficiency, while also minimizing overloading of the new leadership during their transition period of adjustment – guaranteeing their successful tour in their leadership positions. It is also worth noting that this leadership mentorship practice has helped encourage and inspire more fellow companions to gain confidence and consider greater leadership roles within the organization which also helps fill available leadership vacancies in the process – as an added bonus.

- *“Focusing on the Primary Engagement Mission – While not getting bogged down in Structural Protocol and Circumstance”* Our Region takes great pride in its ability to work with all field purveyors of our community engagement mission, regardless of whether they are qualified fellow companions of the Order or supportive affiliates of our MOWW mission operations. Our Region considers all advocates of our MOWW mission (whether recruited traditionally as qualified fellow companions or as invited community supportive envoys of our engagement activities) as valid contributors and figure prominently in our seasonal activity recognition programs and individual accolade activities. As such, we invest heavily in supporting and recognizing all promoters of our regional engagement mission (whether they be the “lone-wolf” MOWW advocate engaged in a single mission without a Chapter support structure or the more traditional Order fellow companion Chapter team initiative, engaged in multiple community missions) through our robust Outreach, Networking, and fellow VSO Partnership-building efforts throughout the activity season. It is also worth noting that our Region, while never losing sight of our SG-1 Membership recruitment prime directive does not dwell over a recruitment strategy “per se” but rather considers the remaining SG-2 through SG-5 objectives to serve as complimenting enablers, from which increased recruitment opportunities present themselves. In summary, we do not spend much time or effort as policy enforcers as we do exploring ways to best accommodate those successful practices already in place throughout the Region derived and created / implemented by our fellow companions who have been entrusted to carry out the Order community support mission. We also pride ourselves as “out-of-the-box” thinkers when it comes to NOT placing all our efforts into “the maintaining of a traditional local Chapter typical presence arrangement in all community engagement mission cases” over simply taking the mission to where it is most needed and/or requested (i.e., taking the mountain to Muhammad, so-to-speak) “seeing a need and filling that need”; to include operating in distant engagement areas where a traditional Chapter structure does not exist. This philosophy drives how we see and accomplish consistently all 5 strategic goal objectives, from Region to each local Chapter field operation.
- *“Providing reliable Centralized Oversight and Support – While allowing for unhampered and flexible Decentralized Execution”* Region XIII has spent the several years developing and putting into place a robust online “Hub & Spoke” online operation that provides for “more than adequate” effective oversight support services for supported Chapter field operations, with the intent of offering targeted administrative relief of the more mundane “day-to-day” operational activities. Among these are included; offering regional “Top Cover” on critical administrative coordination such as complying with annual request for compiled Chapter Activity Reporting, development and submission of Chapter Action Plans, complying with annual IRS Reporting requirements and meeting MOWW Higher Headquarters request for requested field operational feedback and commentary. Such robust online operations help minimize added stress upon field Chapters who may not have the manning strength nor local expertise to meet these obligations on their own. Regional leadership gladly offers and provides these relief services to help free up fellow companions to accomplish their local Chapter missions without the added pressure of enforcement tactics that often discourage and unmotivate fellow companions who may be experiencing added personal issues of their own. Our Region provides a viable operational “buffer zone” from which Department and Chapters are permitted to be more productive, while preserving their dedicated and focused contributions to the mission.