



# Leadership in Times of Massive Change



Major General Butch Tate  
Deputy Judge Advocate General  
U.S. Army



# Chief Warrant Officer 5 Sharon Swartworth



**November 8, 1959**  
-  
**November 7, 2003**



# US Army Judge Advocate General's Corps



- America's oldest, largest, and most prestigious law firm. Established by General George Washington in 1775
- Approx 10,000 legal professionals:
  - 5,000 attorneys
  - 4,000 paraprofessionals
  - 176 legal administrators
- 651 offices in 19 countries
- 570 attorneys, paralegals, and legal administrators are deployed in Afghanistan and Iraq
- 25% Female/16.4% Minority





# Leadership Fundamentals



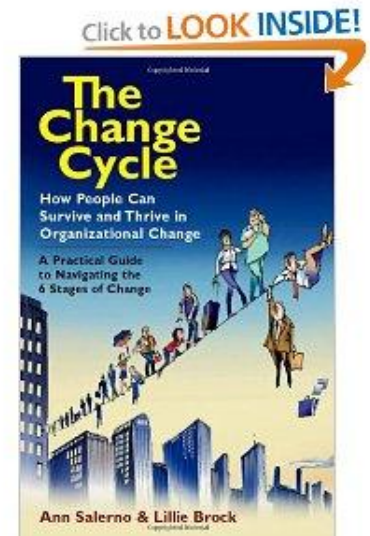
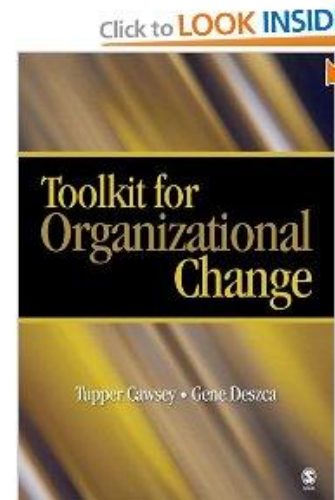
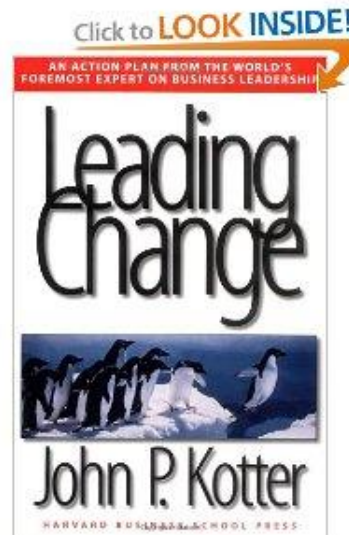
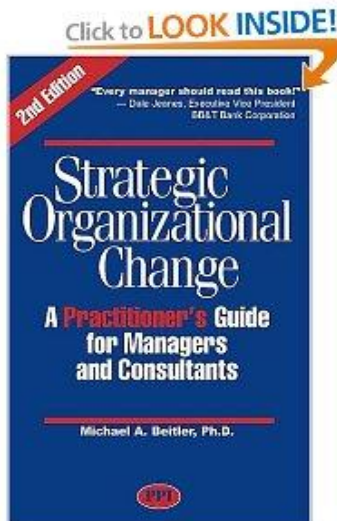
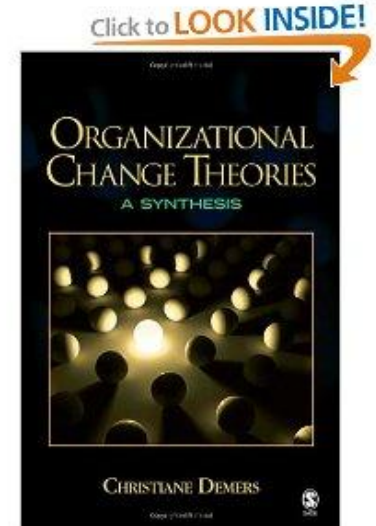
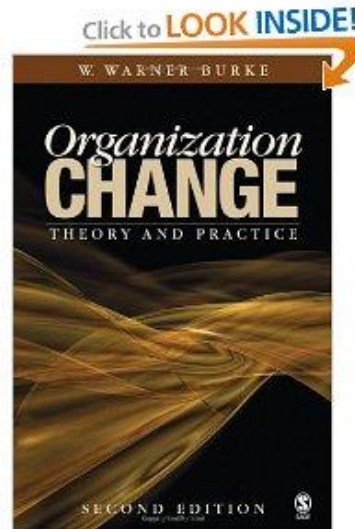
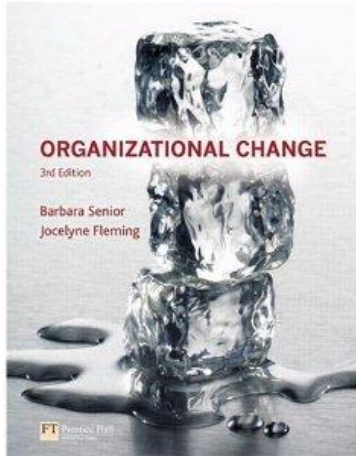
*“Leadership is a function of knowing yourself, having a vision that is well communicated, building trust among colleagues, and taking effective action to realize your own leadership potential.” -- Warren Bennis*

- Having a Vision and Mission
- Communicating Expectations
- Providing Opportunities
- Training and Educating
- Coaching, Teaching, Mentoring
- Personal Values
- Providing Information – who else needs to know?
- Managing Unmet Expectations





# Organizational Change





# Theory vs. Reality



*“A theory must be tempered with reality.”*

*-- Jawaharlal Nehru  
Indian Prime Minister*

Advertising.



Reality.





# The Change

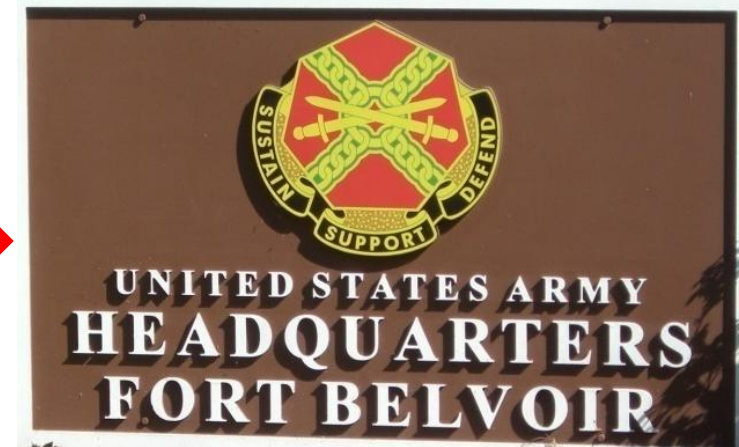


**The “BRAC” Problem: Under the 2005 “Base Realignment and Closing” Act (BRAC), Congress ordered the US Army Legal Services Agency (USALSA) – and several other federal organizations – to move out of leased commercial offices and onto Fort Belvoir by September 2011.**



901 North Stuart Street  
Arlington, Virginia

**USALSA Headquarters  
Arlington, Virginia**







# USALSA



**Provides trial and appellate litigation and subject matter expertise to the Army Leadership and Staff.**

- **Civil Law Divisions:**

- Litigation Division
- Contract & Fiscal Law Division
- Environmental Law Division
- Regulatory Law & Intellectual Property Division



- **Support Division:**

- Legal Technology



- **Judicial Divisions:**

- Army Court of Criminal Appeals
- Trial Judiciary

- **Military Justice Divisions:**

- Government Appellate Division
- Defense Appellate Division
- Trial Defense Service

**300+ Attorneys, 175 Paralegals, 4 Legal Administrators**

**Most employees are career civilians – not uniformed military**

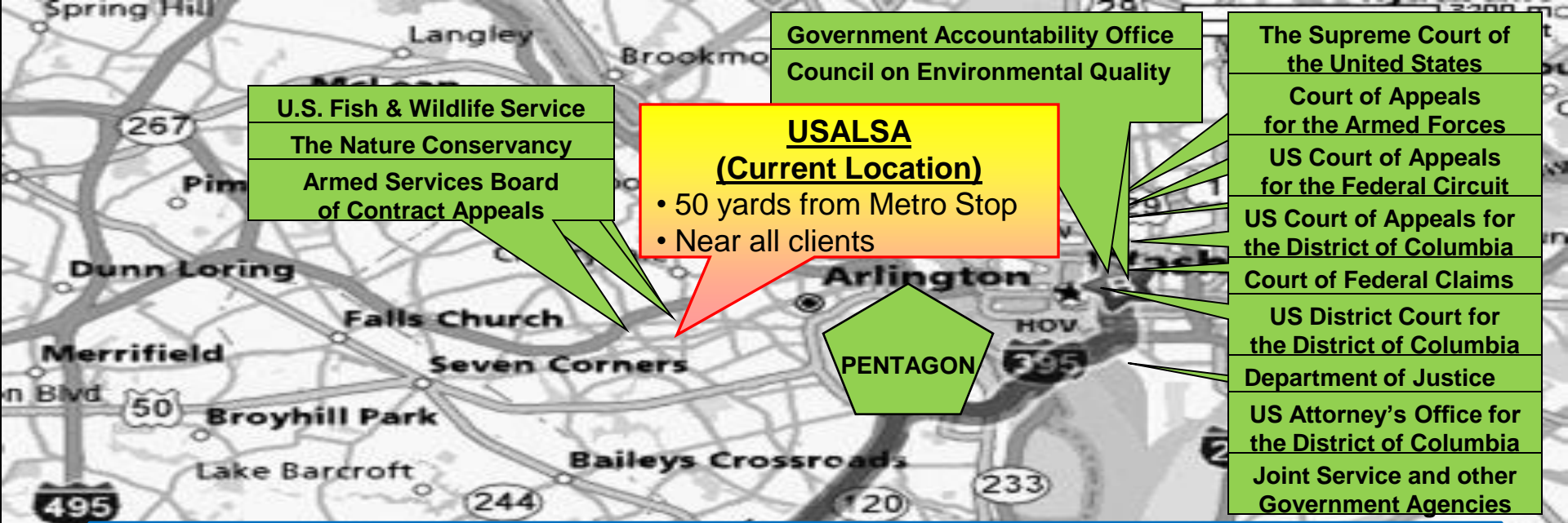




# Environment of Change



- Compliance with the law
- Small fish; Big pond; Bigger fish
- Finite resources
- Moving 30 miles from most clients
- Heavy metro area traffic
- Lack of public transportation
- Lack of new facilities/space
- Must ensure uninterrupted delivery of legal services to clients



U.S. Fish & Wildlife Service  
The Nature Conservancy  
Armed Services Board  
of Contract Appeals

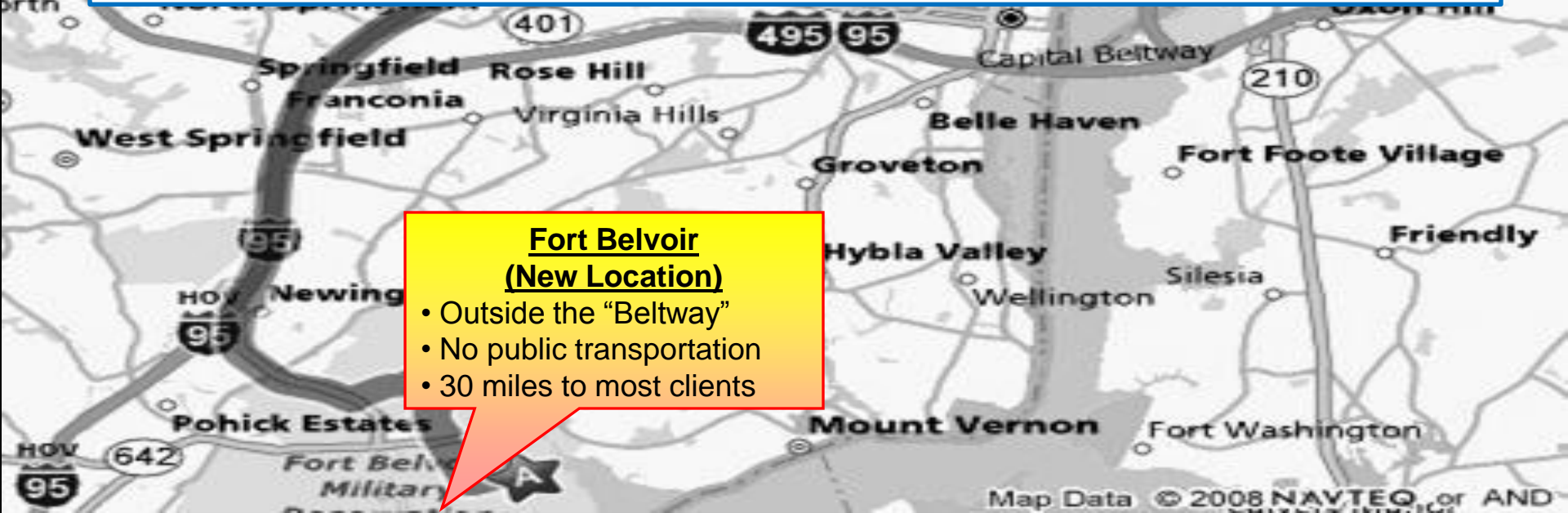
Government Accountability Office  
Council on Environmental Quality

**USALSA**  
**(Current Location)**  
• 50 yards from Metro Stop  
• Near all clients

The Supreme Court of  
the United States  
Court of Appeals  
for the Armed Forces  
US Court of Appeals  
for the Federal Circuit  
US Court of Appeals for  
the District of Columbia  
Court of Federal Claims  
US District Court for  
the District of Columbia  
Department of Justice  
US Attorney's Office for  
the District of Columbia  
Joint Service and other  
Government Agencies

PENTAGON

# Washington DC Metro Area



**Fort Belvoir**  
**(New Location)**  
• Outside the "Beltway"  
• No public transportation  
• 30 miles to most clients



# Leading The Change (1 of 2)



*“The role of leadership is to turn challenges into opportunities.”*

*-- General Dennis Reimer*

- Maintain the fundamentals
- Vesting personnel in change
  - Transparency
  - Communication
  - Candor
- Negotiation
  - What is your end state?
  - What is your leverage?
- Perseverance



# Leadership Fundamentals



- Having a Vision and Mission
- Communicating Expectations
- Providing Opportunities
- Training and Educating
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# Proposed Facilities



**Fort Belvoir lacks sufficient facilities for all the new organizations and is trying to develop creative solutions, including the conversion of Warehouses and the use of Re-Locatable Buildings (a.k.a. trailers).**

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# Leading The Change (2 of 2)



*“The role of leadership is to turn challenges into opportunities.”*

*-- General Dennis Reimer*

- Take the initiative; shape the change
- Designate a “Change Team”
- Identify opportunities
  - New construction
  - Alternate Work Schedule
- Stay the Course
  - Know where to place your marker; then don't move it
- Maintain the fundamentals



# Take-Aways

*“A good leader is one who causes or inspires others . . . to do the job.”*

*-- General Omar Bradley*

- Basic leadership remains the central core of any successful strategy for organizational change.
- The most important leadership consideration is the impact on the people upon whom change will be inflicted.







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## Questions?

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