



## TRANSITION TOPIC:

## **Vision For DoD**

**TASK:** Develop a sample vision statement for DoD. In doing so assess the need, identify what a good vision statement should cause to happen, and assess the right focus for the vision statement.

### **TASK GROUP:**

Fred Cook (Chair)

Bruce Mosler

Michael Bayer

Alan Schwartz

James Kimsey

COL Kevin Doxey (Executive Secretary)



# Defense Business Board

## **ISSUE:**

- A crisp vision statement for DOD would help drive and reinforce strategy, policy, resourcing, accountability and performance.

## **IMPORTANCE:**

- Projected financial downturn requires strategic tradeoffs to free up resources to support operational forces.
- Improves horizontal integration of currently decentralized enterprise functions.
- Directs innovation and prudent risk-taking because employees understand the desired end state.
- Helps attract, motivate and retain best and brightest people



## **RECOMMENDATIONS:**

1. Adopt a vision of making DOD more effective in:
  - a. Protecting and projecting American interests in defense of freedom and democracy
  - b. Maintaining peace and security for the American people, and
  - c. Deterring, fighting and winning wars when necessary
2. Tie performance objectives to the vision
3. Align the Service Secretaries' visions with the Department's vision



## RECOMMENDATIONS:

### 4. Advocate the following actions to implement the vision:

- a. Adapt best global business practices from the private sector to the defense enterprise
- b. Adopt a management structure of centralized business operations in support of decentralized military operations
- c. Adopt and implement the Strategic Management Plan for improving the overall efficiency and effectiveness of the Department's business operations
- d. Establish leadership selection criteria and joint service to ensure seasoned judgment in senior positions
- e. Instill management discipline that continuously seeks to benchmark performance against targets from other world-class enterprises, measure outcomes, increase accountability, and reward superior performance
- f. Attract, develop and retain the brightest and best men and women who seek to excel in service to their country
- g. Encourage innovation, prudent risk-taking, individual and team achievement, and commitment to continuous improvement at all levels of the defense enterprise
- h. Cooperate with, and support our partners in the other branches of government in serving the interests of the American people



## **DISCUSSION:**

- Great leaders drive organizations by articulating an aspirational vision, communicating it and reinforcing it continuously.
- Structural, cultural and behavioral change is needed to strategically align with, and operationally support, the Nation's combat forces.
- Internally, a vision statement will help instill management discipline, help to align functions and better integrate business operations with strategic priorities.
- Externally, a vision statement helps constituents understand organizational culture and build support for the organization.
- Becoming an effective force multiplier will help deliver timely and effective military power wherever it may be needed



Back Up



## Sample Vision for DoD

Our *mission* is to protect and defend the constitution of the United States with a full range of combat, peace keeping, humanitarian, and support forces needed to deter war and to protect the security of our Nation and its people.

**Our *vision* is to increase our effectiveness in protecting and projecting American interests in defense of freedom and democracy, in maintaining peace and security for the American people, and in deterring, fighting and winning wars when necessary.**



## Sample Vision for DoD

### **TO MEET THE CHALLENGE OF THIS VISION, THE DOD WILL:**

- Adapt best global business practices from the private sector to the defense enterprise
- Adopt a management structure of centralized business operations in support of decentralized military operations
- Adopt and implement the Strategic Management Plan for improving the overall efficiency and effectiveness of the Department's business operations
- Establish leadership selection criteria and joint service to ensure seasoned judgment in senior positions
- Instill management discipline that continuously seeks to benchmark performance against targets from other world-class enterprises, measure outcomes, increase accountability, and reward superior performance
- Attract, develop and retain the brightest and best men and women who seek to excel in service to their country
- Encourage innovation, prudent risk-taking, individual and team achievement, and commitment to continuous improvement at all levels of the defense enterprise
- Cooperate with, and support our partners in the other branches of government in serving the interests of the American people