

# ***Headquarters U.S. Air Force***

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## **Strategy Implementation** **“Making it Stick”**



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**Headquarters Air Force**  
***Strategic Assessments Division***  
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## ***Family of Strategic Documents***



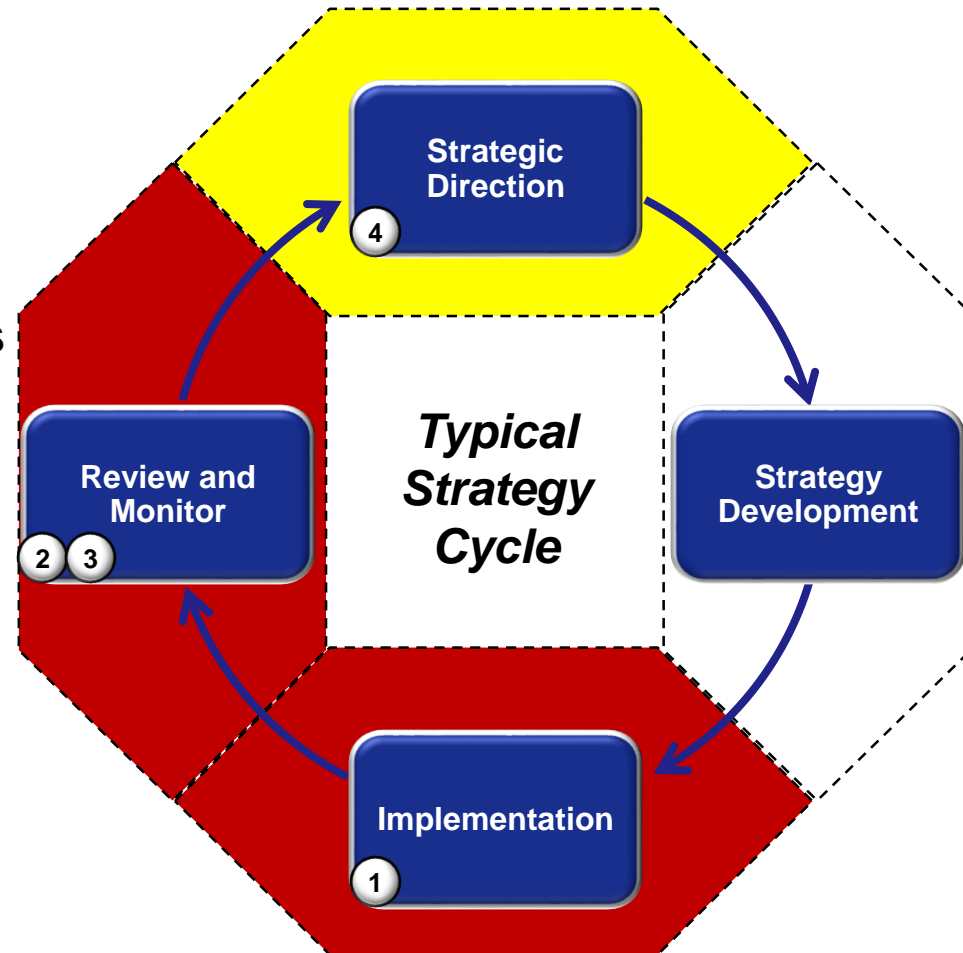
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# *Risks to Institutional Strategies*

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- ① Resistance or uncertainty stifles implementation
- ② Management through rigid execution suffocates solutions
- ③ Focus on specific metrics alone overshadows “big-picture” progress
- ④ Reluctance to adapt the strategic direction to match a changing environment weakens relevancy



**“However beautiful the strategy, you should occasionally look at the results.” – Winston Churchill**

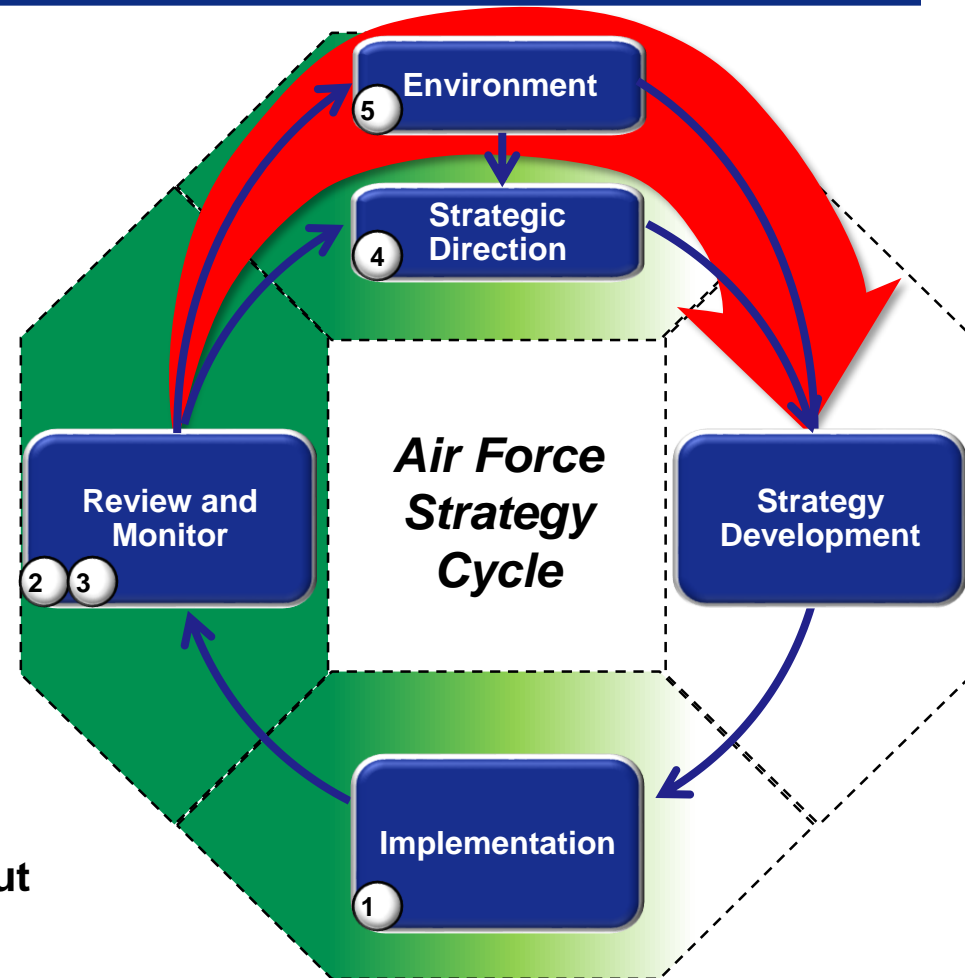
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# *The Value of Strategic Assessment*

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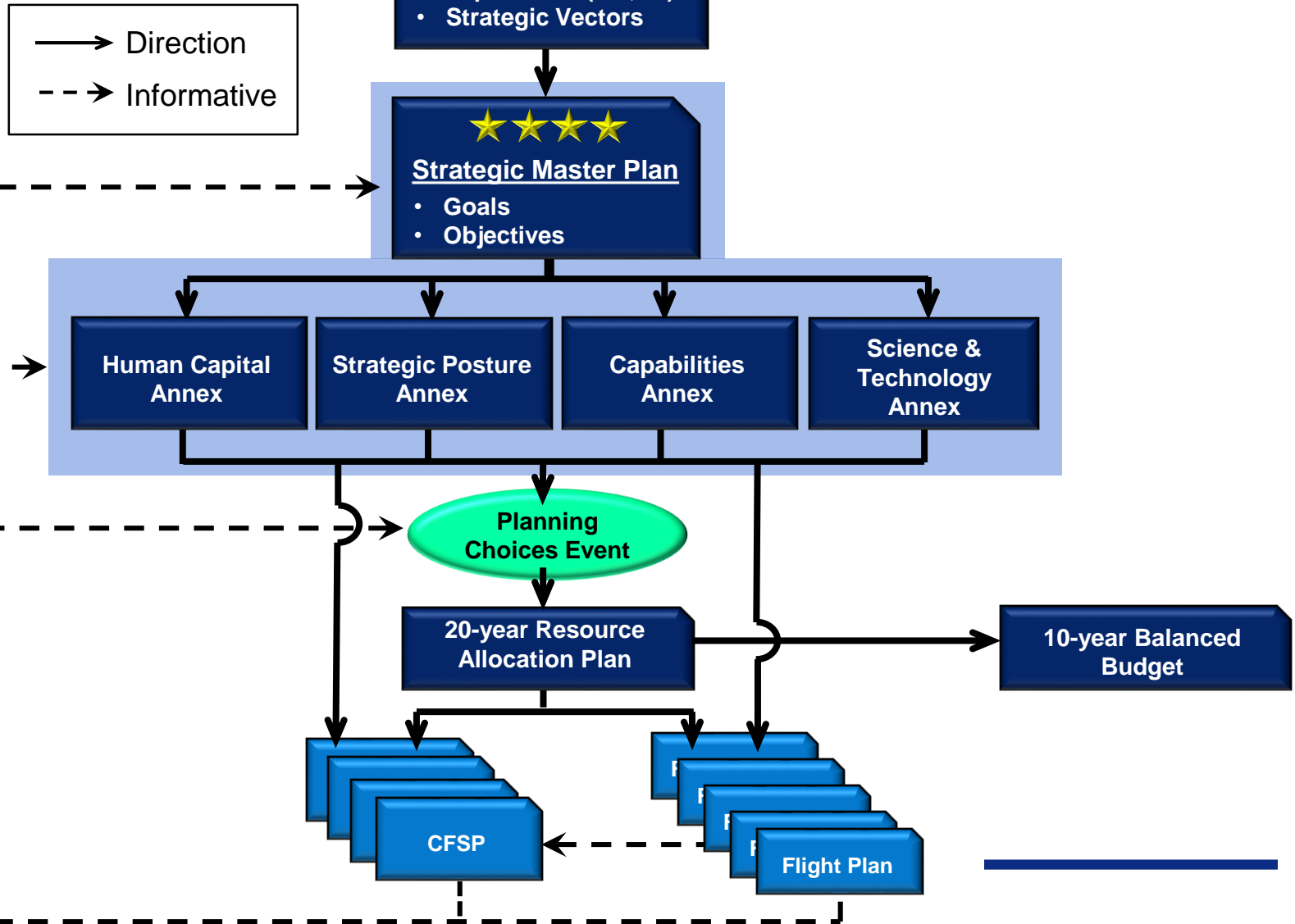
- ① Engage organizations and leaders who implement the strategy
- ② Review influence of strategy on Air Force strategic processes
- ③ Determine indicators which provide a sense of the overall strategy progress
- ④ Provide course corrections to reorient on desired goals and objectives
- ⑤ Apply double loop learning to reevaluate and revise notions about the environment, beliefs, and values; maintain the relevance of the strategy





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# New Strategic Documents Hierarchy





# *The Value of Strategic Assessment*

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- ***“Provide a mechanism to track progress against the Air Force Strategy”***
- ***“Regular assessments will evaluate compliance and consistency as well as measure progress toward meeting the goals and objectives in the Strategy”***





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# Strategic Assessments Division

## Mission Statement & Primary Functions

**Mission Statement :** 1) **Assess alignment and consistency** of Air Force strategic planning products and processes with external and internal strategic guidance. 2) **Evaluate progress** against achieving guidance established by external and internal guidance. 3) **Report findings**, provide analysis, insights and recommendations to senior leaders on a consistent, repeatable and predictable cycle.

### 1 Qualitatively Assess Alignment & Consistency w/ Strategic Guidance

- **Assess External Alignment:** Assess alignment and consistency of Air Force strategic planning products and process with higher-level defense strategy and guidance
- **Assess Internal Alignment:** Assess alignment and internal consistency of all Air Force strategic planning and programming products and processes

### 2 Quantitatively Evaluate and Analyze Progress Against Guidance

- **Evaluate Air Force progress** against both external and internal strategic guidance using analytic tools and methodologies

### 3 Report Findings, Provide Analysis, Insights & Recommendations

- On a consistent, repeatable and predictable cycle, report findings, analysis, and recommendations of assessments to AF senior leaders

Quadrennial Defense Review and  
Other Strategic Reviews

Provide senior Air Force executives with the information and tools to carry out the actions and decisions required for successful strategy implementation

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# Strategic Assessments

“Strategy to Task”

HAF Assessment and Reporting

HAF/MAJCOM Planner

## A Call to the Future

2 Imperatives  
5 Vectors

Agility

Deterrence

Full Spectrum

Inclusiveness

ISR

Technology

Multi-domain

12 SMP Goals

AG1

AG2

AG3

DTR1

FH1

FH2

III1

III2

III3

ISR1

GCT1

MDA1

## Strategic Master Plan

50 SMP Objectives

AG1.1

AG1.2

AG1.3

AG1.4

AG1.5

AG1.6

AG2.1

AG2.2

AG2.3

AG2.4

AG2.5

AG3.1

AG3.2

AG3.3

DTR1.1

DTR1.2

FH1.1

FH1.2

FH1.3

FH1.4

FH1.5

FH2.1

FH2.2

FH2.4

FH2.5

FH2.6

FH2.7

IN1.1

IN1.2

IN2.1

IN2.3

IN3.2

IN3.3

ISR1.1

ISR1.2

ISR1.3

ISR1.4

ISR1.5

ISR1.6

GCT1.1

GCT1.2

GCT1.3

MDA1.1

MDA1.2

154 Annex Objectives

OPRs will develop status update for each of their SMP annex objectives which takes into account all Annex Tasks and OCR inputs

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# Reporting to Senior Leadership

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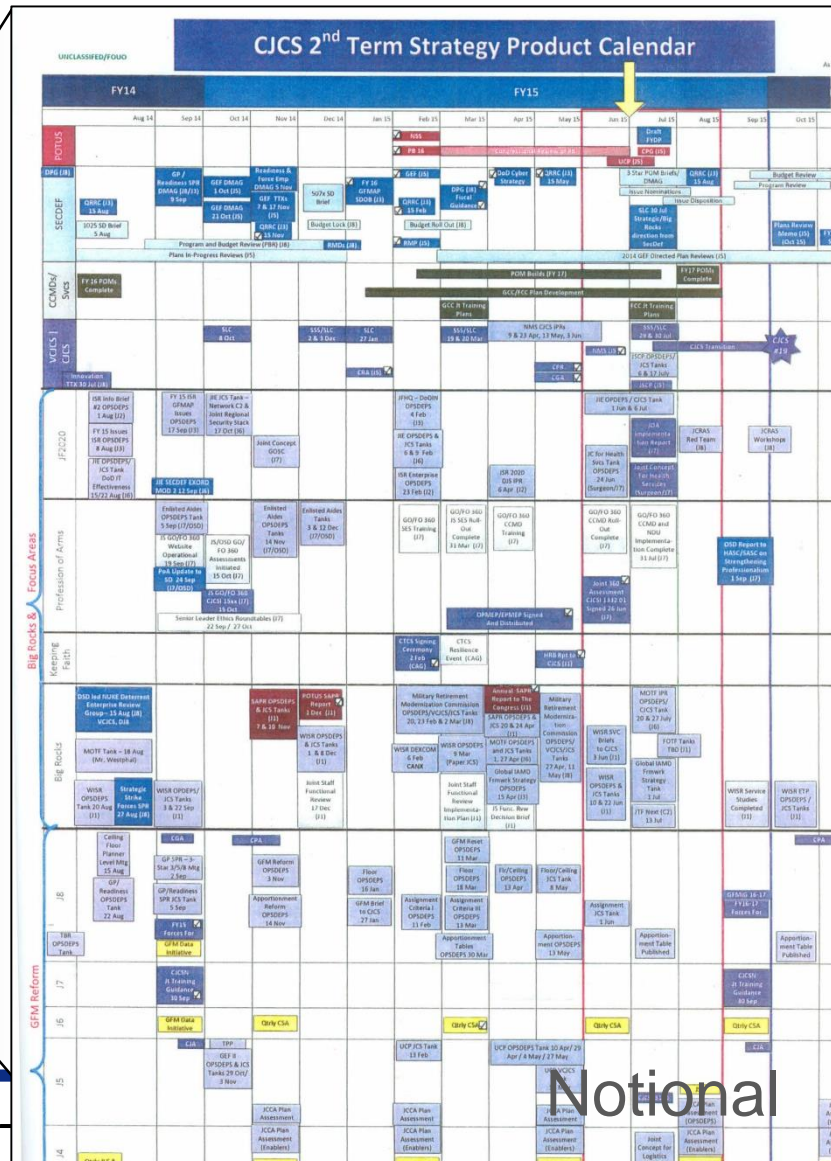
### Strategic Master Plan Implementation

<b>SMP Imperative / Vector:</b>		<b>OPR: AF/A5SM</b>
<b>SMP Goal:</b>		
<b>SMP Objective:</b>		
<b>SMP Annex Objective:</b> SMP Implementation Report		
<b>Discussion:</b>		
The SMP focuses largely on elements of change in the organization, training, and equipping of the Air Force. This focus should not discount or diminish many of the successful ongoing efforts of today's Airmen or the incremental improvements already underway such as Air Force 2023, which remains in effect. The direction in the SMP provides the basis for determining what we should continue doing and what we should change, but information collaboration will be the true driving force behind our efforts.		
The three main purposes of the SMP are to:		
<ul style="list-style-type: none"><li>- Translate the Air Force Strategy's Imperatives and Vectors into capability development and planning direction.</li><li>- Align activities across the Air Force.</li><li>- Provide a mechanism to track progress against the Air Force Strategy</li></ul>		
This final point is the intent of this action.		

Implementation Milestones	Target Date	Completion Date
1. Obtain POCs from OPRs / OCRs	July 2015	July 2015
2. Develop template for OPR inputs	Aug 2015	Aug 2015
3. Begin outreach to OPRs for concept socialization	Aug 2015	Aug 2015
4. Receive milestone plans from all stakeholders for their respective SMP goals and objectives	Oct 2015	
5. Draft initial report assessing first six months of SMP implementation	Dec 2015	
6. Establish transparent reporting system for all stakeholders (e.g. sharepoint or SIPR database)	Dec 2015	
7. Provide first report to VCSAF, CVA and AF/A5/8	Jan 2015	

DOTMLPF Assessment						
<i>(Provide an assessment of the level of effort required – i.e. None, Low, Medium, High – for the implementation of the SMP objective above)</i>						
D	O	T	M	L	P	F
Low	None	None	None	Medium	Low	None

<b>OCRs Consulted:</b> AF/A1, A2, A3, A4, A5, A6, A7, A8, MAJCOMs						
<b>Output:</b> A management mechanism for executing the SMP and a reporting system to assess progress						
<b>Steps for AF Leadership:</b>						
<ul style="list-style-type: none"><li>- Determine targeted audience and governance structure for the SMP reporting system (AF/A5/8, 3-star IPT, SecAF/CSAF, AF Corporate Structure)</li><li>- Determine the reporting timeframe and cycle (quarterly, biannual, annual)</li><li>- Determine the level of content for the (milestone plans, collection of actions currently underway, DOTMLPF changes required, OPR recommendations for senior leadership)</li></ul>						





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# Keys to Success

- **Focus on specific objectives.** The Strategic Master Plan goals and objectives provide context but actions need to address the specific task.
- **Implementation is yours.** Your ideas, your plan, your milestones.
- **Branch out.** Task owners can only accomplish the objectives by working across functional and organizational boundaries. Work with other stakeholders to advance solutions as a team.
- **The Strategic Master Plan is a great start.** We have to build the plan, work to overcome barriers, and create the path to success where possible. When we reach a critical stop, our strategic leaders will help define a new direction based on your efforts and feedback.

**Ownership and responsibility resides with department leads.  
We aim to keep the ball on track and moving in the right direction.**

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# ***Questions?***



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