



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)

Report Documentation Page

Form Approved
OMB No. 0704-0188

Public reporting burden for the collection of information is estimated to average 1 hour per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to Washington Headquarters Services, Directorate for Information Operations and Reports, 1215 Jefferson Davis Highway, Suite 1204, Arlington VA 22202-4302. Respondents should be aware that notwithstanding any other provision of law, no person shall be subject to a penalty for failing to comply with a collection of information if it does not display a currently valid OMB control number.

| | | | | | |
|--|------------------------------------|-------------------------------------|----------------------------|---|---------------------------------|
| 1. REPORT DATE 23 OCT 2008 | | 2. REPORT TYPE | | 3. DATES COVERED 00-00-2008 to 00-00-2008 | |
| 4. TITLE AND SUBTITLE Transition Topic: Vision for DoD | | | | 5a. CONTRACT NUMBER | |
| | | | | 5b. GRANT NUMBER | |
| | | | | 5c. PROGRAM ELEMENT NUMBER | |
| 6. AUTHOR(S) | | | | 5d. PROJECT NUMBER | |
| | | | | 5e. TASK NUMBER | |
| | | | | 5f. WORK UNIT NUMBER | |
| 7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES) Defense Business Board,1155 Defense Pentagon,Washington,DC,20301-1155 | | | | 8. PERFORMING ORGANIZATION REPORT NUMBER | |
| 9. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES) | | | | 10. SPONSOR/MONITOR'S ACRONYM(S) | |
| | | | | 11. SPONSOR/MONITOR'S REPORT NUMBER(S) | |
| 12. DISTRIBUTION/AVAILABILITY STATEMENT Approved for public release; distribution unlimited | | | | | |
| 13. SUPPLEMENTARY NOTES | | | | | |
| 14. ABSTRACT | | | | | |
| 15. SUBJECT TERMS | | | | | |
| 16. SECURITY CLASSIFICATION OF: | | | 17. LIMITATION OF ABSTRACT | 18. NUMBER OF PAGES | 19a. NAME OF RESPONSIBLE PERSON |
| a. REPORT unclassified | b. ABSTRACT unclassified | c. THIS PAGE unclassified | | | |



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