AES Strategic Planning Initiative
organizational clarity?

- why we should care
- what it is
- what it isn’t
- how to get it
- how to hold it
why we should care

• scarcity and limited resources
• make the biggest impact we can
• the power of the draft horse
what it is

• we know where *there* is
• we know how we’re going to try and get *there*
• we’ll know whether or not we got *there*
• we’ll know when we need to shift
• unique to each organization
what it isn’t

• static and unchanging
• held by a few
• decided by a few
• resource tug of war
• boilerplate
how to get it

• picture the future
• 6 questions
• conflict
• weigh-in & to buy-in
• commitment, not consensus
how to hold onto it

• who is responsible for what?
• commanders intent
• revisions, mergers, team shifts, budgets, etc
• be able to say “no” so you can say “yes”
case study: ARDEC

- accordion effect
- outcomes first, activities second
- adjustable, not perfect
- outputs
questions?

josh@trebuchetgroup.com
9706586381