# PREPARING IN THE U.S. AIR FORCE FOR THE FUTURE

Michael Barzelay and Colin Campbell

Michael Barzelay, Colin H. Campbell

Preparing for the Future Michael Barzelay, Colin H. Campbell, 2003-07-31 While the Clinton Administration and federal agencies were busy making government cost less and work better in the near term the United States Air Force was regularly visualizing the competencies needed to assure the organization s long term effectiveness As a result of steady efforts to prepare for the future conducted under successive secretaries and chiefs of staff the Air Force has developed a distinctive approach to strategic planning This approach is fundamentally concerned with ensuring that the organization s future capabilities support effective performance of future tasks Such tasks are shaped by ever changing policy objectives and circumstances of implementation After eight years the Air Force has not only successfully refined its distinctive approach to strategic planning but has also leveraged change in programmatic decisions human resource management and operational technologies This study provides an inside look at how the Air Force came to formulate and declare its strategic intent for developing the organization's capabilities over a timeline of more than twenty years Air Force strategic intent is not a plan but a shared commitment to strengthening specific core competencies and critical future capabilities Michael Barzelay and Colin Campbell reveal how one of the nation's most significant public organizations has reassessed its own strategic intent Drawing lessons from the Air Force experience this book provides a significant contribution to public management research on innovation and executive leadership One key lesson is that preparing for the future is a responsibility that organizations can discharge effectively if they combine insights with practical knowledge of executive leadership and the dynamics of policy change Preparing for the Future provides a fresh argument about innovation and leadership in public management while breaking new ground in the analysis of managerial practices such as strategic v *Preparing for the Future* Michael Barzelay, Colin H. Campbell, 2003-07-31 While the Clinton Administration and federal agencies were busy making government cost less and work better in the near term the United States Air Force was regularly visualizing the competencies needed to assure the organization s long term effectiveness As a result of steady efforts to prepare for the future conducted under successive secretaries and chiefs of staff the Air Force has developed a distinctive approach to strategic planning This approach is fundamentally concerned with ensuring that the organization s future capabilities support effective performance of future tasks Such tasks are shaped by ever changing policy objectives and circumstances of implementation After eight years the Air Force has not only successfully refined its distinctive approach to strategic planning but has also leveraged change in programmatic decisions human resource management and operational technologies This study provides an inside look at how the Air Force came to formulate and declare its strategic intent for developing the organization s capabilities over a timeline of more than twenty years Air Force strategic intent is not a plan but a shared commitment to strengthening specific core competencies and critical future capabilities Michael Barzelay and Colin Campbell reveal how one of the nation s most significant public organizations has reassessed its own strategic intent Drawing lessons from the Air Force experience

this book provides a significant contribution to public management research on innovation and executive leadership One key lesson is that preparing for the future is a responsibility that organizations can discharge effectively if they combine insights with practical knowledge of executive leadership and the dynamics of policy change Preparing for the Future provides a fresh argument about innovation and leadership in public management while breaking new ground in the analysis of managerial practices such as strategic v Research Handbook of Policy Design Peters, B. G., Fontaine, Guillaume, 2022-04-08 This visionary Research Handbook presents the state of the art in research on policy design By conceiving policy design both as a theoretical and a methodological framework it provides scholars and practitioners with guidance on understanding policy Public Management as a Design-Oriented Professional Discipline problems and devising accurate solutions Michael Barzelay, 2019 While public management has become widely spoken of its identity and character is not well defined Such disparity is an underlying problem in developing public management within academia and in the eyes of practitioners In this book Michael Barzelay tackles the challenge of making public management into a true professional discipline Barzelay argues that public management needs to integrate contrasting conceptions of professional practice By pressing forward an expansive idea of design in public management Barzelay formulates a fresh vision of public management in practice and outlines its implications for research curriculum development and disciplinary identity The SAGE Handbook of Public Administration B Guy Peters, Jon Pierre, 2012-08-16 The original Handbook of Public Administration was a landmark publication the first to provide a comprehensive and authoritative survey of the discipline The eagerly awaited new edition of this seminal international handbook continues to provide a complete review and guide to past and present knowledge in this essential field of inquiry Assembling an outstanding team of scholars from around the world the second edition explores the current state of the art in academic thinking and the current structures and processes for the administration of public policy The second edition has been fully revised and updated with new chapters that reflect emerging issues and changes within the public sector Identifying the Antecedents in Public Performance Bureaucratic Politics Strategy Structure and Policy Dynamics Comparative Administrative Reform Administrative Ethics Accountability through Market and Social Instruments Federalism and intergovernmental coordination A dominant theme throughout the handbook is a critical reflection on the utility of scholarly theory and the extent to which government practices inform the development of this theory To this end it serves as an essential guide for both the practice of public administration today and its on going development as an academic discipline The SAGE Handbook of Public Administration remains indispensable to the teaching study and practice of public administration for students academics and professionals everywhere **The Executive Branch** Joel D. Aberbach, Mark A. Peterson, 2005-10-27 This collection of essays edited by Joel D Aberbach and Mark A Peterson and written by leading scholars examines the evolution of the presidency and the executive branch as related to civic participation and democracy itself It provides an analysis of the president's role in developing foreign and domestic policy and how they influence the policy

process and other policy makers The Executive Branch provides a historical assessment of the role of the person of the president the favorable and problematic attributes that past presidents have brought to the challenge of leadership and the measure of overall success captured in notions of presidential failure or greatness Parameters ,2003 The Future: Warfare, military forces and technology ,1993 The Obama Presidency Bert A. Rockman, Andrew Rudalevige, Colin Campbell, 2011-07-26 In the latest volume in this classic series Rockman Rudalevige and Campbell once again bring together top notch scholars this time to take a comprehensive look at the first two years of Barack Obama's presidency Assessing Obama's political strategy as well as his administration's successes and setbacks chapter authors critically examine a presidency marked by continued partisanship major policy battles and continued global turmoil Management and Military Studies Joseph Soeters, 2020-03-24 This book connects findings and insights authored by famous scholars in management and organization studies with challenges the military is facing today. One assumes that management and organization studies is only about the rational predictable and manageable and that military action is predominately irrational unpredictable and unmanageable both assumptions are wrong This book argues that the discipline of management and organization studies is highly relevant for the military in both peace and wartime conditions and for any situation in between In all conditions the giant and complex military organization needs to be structured processed administrated led and accounted for Each chapter presented in this volume focuses on the contributions of founding thinkers in management and organization studies with their work translated and applied to the military setting These scholars are drawn from a variety of backgrounds including organizational sociology economics political science psychology and engineering Although the work of only a few explicitly refers to the military the contributions of all these scholars are relevant in order to come to grips with security and military affairs Together with many other academics work the contributions of these 18 scholars constitute the core of the field of management and organization studies This book will be of much interest to students of military studies management studies and organization studies

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