

PREPARING

STRATEGIC PLANNING IN THE U.S. AIR FORCE

FOR THE FUTURE

**Michael Barzelay and
Colin Campbell**

Preparing For The Future Strategic Planning In The U S Air Force

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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

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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

Strategic Planning for Public and Nonprofit Organizations John M. Bryson, 2018-01-04 The essential planning resource and framework for nonprofit leaders Strategic Planning for Public and Nonprofit Organizations is the comprehensive practical guide to building and sustaining a more effective organization Solid strategy is now more important than ever and this book provides a clear framework for designing and implementing an effective and efficient planning process From identifying stakeholders and clarifying a shared vision to implementing plans and revising strategies the discussion covers all aspects of the process to help you keep your organization united and on track into the future The field's leading authority shares insight advice helpful tools and specific techniques alongside a widely used and well regarded approach to real world planning This new fifth edition includes new case studies and examples along with up to date resources and references and new multimedia related content Innovation and creativity produce great ideas but these ideas must be collected and organized into an actionable plan supported by a coalition of support to make your organization great This book provides expert guidance and perspective to help you bring everything together into a workable organizational strategy Discover an effective approach to the strategic planning process Identify issues establish a vision clarify mandates and implement plans Manage the process with continual learning and revising Link unique assets and abilities to better accomplish the central mission Public and nonprofit leaders are forever striving to do more with less and great strategic planning can help you build efficiency and effectiveness into your organization's everyday operations Strategic Planning for Public and Nonprofit Organizations provides the framework and tools you need to start planning for tomorrow today

[Toward a More Strategic View of Strategic Planning Research](#) John M. Bryson, Lauren Hamilton Edwards, David M. Van Slyke, 2022-08-15 This book summarizes the current state of research on strategic planning and offers an agenda for future research The book edition comes with a new introduction that argues that strategising by public non profit and business organisations should be a major focus of research Strategising is what links aspirations capabilities and implementation Strategic planning should be viewed as one approach but not the only approach to strategising A focus on strategising prompts researchers to consider issues of vertical and horizontal alignment of purpose including across sectors competence and scalability co production decision making and change management and trust transparency authenticity and accountability Additionally the role of various strategising techniques and information technology should be analysed further Beyond the book's introductory overview of the field chapters focus on the following topics planning styles collaboration strategic plans and government performance impacts of context and political

responsibilities on government strategic planning efforts impacts of strategic planning in municipal governments impacts of austerity on strategic planning and government performance The chapters in this book were originally published as a special issue of the journal Public Management Review

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

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 problems and devising accurate solutions

[Air Force Magazine](#), 2013-07

[Securing Freedom in the Global Commons](#) Scott Jasper, 2010-02-10 The new millennium has brought with it an ever expanding range of threats to global security from cyber attacks to blue water piracy to provocative missile tests Now more than ever then national security and prosperity depend on the safekeeping of a global system of mutually supporting networks of commerce communication and governance The global commons outer space international waters international airspace and cyberspace are assets outside of national jurisdiction that serve as essential conduits for these networks facilitating the free flow of trade finance information people and technology These commons also comprise much of the international security environment enabling the physical and virtual movement and operations of allied forces Securing freedom of use of the global commons is therefore fundamental to safeguarding the global system Unfortunately the fact that civil and military operations in the commons are inherently interwoven and technically interdependent makes them susceptible to intrusion This intrinsic vulnerability confronts the international defense community with profound challenges in preserving access to the commons while countering elemental and systemic threats to the international order from both

state and non state actors In response the authors of this volume a team of distinguished academics and international security practitioners describe the military operational requirements for securing freedom of action in the commons Collaborating from diverse perspectives they examine initiatives and offer frameworks that are designed to minimize vulnerabilities and preserve advantages while recognizing that global security must be underscored by international cooperation and agreements The book is written for security professionals policy makers policy analysts military officers in professional military education programs students of security studies and international relations and anyone wishing to understand the challenges we face to our use of the global commons Arms and Innovation James Hasik,2008-09-15 With

many of the most important new military systems of the past decade produced by small firms that won competitive government contracts defense industry consultant James Hasik argues in *Arms and Innovation* that small firms have a number of advantages relative to their bigger competitors Such firms are marked by an entrepreneurial spirit and fewer bureaucratic obstacles and thus can both be more responsive to changes in the environment and more strategic in their planning This is demonstrated Hasik shows by such innovation in military technologies as those that protect troops from roadside bombs in Iraq and the Predator drones that fly over active war zones and that are crucial to our new war on terror For all their advantages small firms also face significant challenges in access to capital and customers To overcome such problems they can form alliances either with each other or with larger companies Hasik traces the trade offs of such alliances and provides crucial insight into their promises and pitfalls This ground breaking study is a significant contribution to understanding both entrepreneurship and alliances two crucial factors in business generally It will be of interest to readers in the defense sector as well as the wider business community *The Executive Branch* Joel D. Aberbach,2005

Presents a collection of essay that provide an examination of the Executive branch in American government explaining how the Constitution created the executive branch and discusses how the executive interacts with the other two branches of government at the federal and state level **Networked Operations and Transformation** Allan English,Richard

Gimblett,Howard Coombs,2007-11-30 The authors consider various approaches to networked operations that are based on the physical environment and cultural context in which armed forces operate They conclude that a one size fits all approach to command and control for networked operations may not be the most effective and suggest a more human centric approach than the primarily technology centred model used by the U S military *The Public Productivity and Performance Handbook*

Marc Holzer,Andrew Ballard,2021-07-25 A productive society is dependent upon high performing government This third edition of *The Public Performance and Productivity Handbook* includes chapters from leading scholars consultants and practitioners to explore all of the core elements of improvement Completely revised and focused on best practice the handbook comprehensively explores managing for high performance measurement and analysis costs and finances human resources and cutting edge organizational tools Its coverage of new and systematic management approaches and well

defined measurement systems provides guidance for organizations of all sizes to improve productivity and performance. The contributors discuss such topics as accountability, organizational effectiveness after budget cuts, the complementary roles of human capital and big data, and how to teach performance management in the classroom and in public organizations. The handbook is accompanied by an online companion volume providing examples of performance measurement and improvement manuals across a wide variety of public organizations. **The Public Performance and Productivity Handbook Third Edition** is required reading for all public administration practitioners as well as for students and scholars interested in the state of the public performance and productivity field. **The Greening of the U.S. Military** Robert F. Durant, 2007

Through over 100 interviews and thousands of pages of documents, reports, and trade newsletter accounts, he offers a telling tale of political, bureaucratic, and intergovernmental combat over the pace, scope, and methods of applying environmental and natural resource laws while ensuring military readiness. He then discerns from these clashes over principle, competing values, and narrow self-interest a theoretical framework for studying and understanding organizational change in public organizations. See more at http://press.georgetown.edu/book/georgetown_greening_us_military_sthsh_e4BZonoU_dpuf. From Dick Cheney's days as Defense Secretary under President George H. W. Bush to William Cohen's Clinton-era tenure and on to Donald Rumsfeld's Pentagon, the battle over greening the military has been one with high stakes consequences for both national defense and public health, safety, and the environment.

Why Public Service Matters R. Durant, 2014-10-02 **Why Public Service Matters** conveys the importance, purpose, and nobility of a career as a civil servant in the United States. It does so, however, with an unflinching eye on the realpolitik that drives public administration in America's compensatory state and on the pitfalls of reformers' focus on bureaucratic rather than democratic administration. The book links the nation's ability to handle contemporary policy problems with the strategic, tactical, and normative quality of public management. In doing so, it offers newcomers a rare, concise, and accessible overview of the field. Readers will gain an appreciation for the challenges, choices, and opportunities facing public managers as they help advance a sense of common purpose informed by democratic constitutional values in twenty-first century America. **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, administered, 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

Strengthening U.S. Air Force Human Capital Management National Academies of Sciences, Engineering, and Medicine, Division of Behavioral and Social Sciences and Education, Board on Human-Systems Integration, Committee on Strengthening U.S. Air Force Human Capital Management, 2021-03-02 The USAir Force human capital management HCM system is not easily defined or mapped It affects virtually every part of the Air Force because workforce policies procedures and processes impact all offices and organizations that include Airmen and responsibilities and relationships change regularly To ensure the readiness of Airmen to fulfill the mission of the Air Force strategic approaches are developed and issued through guidance and actions of the Office of the Deputy Chief of Staff for Manpower Personnel and Services and the Office of the Assistant Secretary of the Air Force for Manpower and Reserve Affairs Strengthening US Air Force Human Capital Management assesses and strengthens the various U S Air Force initiatives and programs working to improve person job match and human capital management in coordinated support of optimal mission capability This report considers the opportunities and challenges associated with related interests and needs across the USAF HCM system as a whole and makes recommendations to inform improvements to USAF personnel selection and classification and other critical system components across career trajectories Strengthening US Air Force Human Capital Management offers the Air Force a strategic approach across a connected HCM system to develop 21st century human capital capabilities essential for the success of 21st century Airmen

Trillions for Military Technology J. Alic, 2007-09-03 Trillions for Military Technology explains why the weapons purchased by the U S Department of Defense cost so much why it takes decades to get them into production even as innovation in the civilian economy becomes ever more frenetic and why some of those weapons don t work very well despite expenditures of many billions of dollars It also explains what do about these problems The author argues that the internal politics of the armed services make weapons acquisition almost unmanageable Solutions require empowering civilian officials and reforms that will bring choice of weapons into the sunshine of public debate

Public Management as a Design-Oriented Professional Discipline 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 Budgeting, Financial Management, and Acquisition Reform in the U.S. Department of Defense Lawrence R. Jones, Jerry L. McCaffery, 2008-03-01 In this book we introduce the basics of the federal budget process provide an historical background on the foundation and development of the budget process indicate how defense spending may be measured and how it impacts the economy describe and analyze how Planning Programming Budgeting and Execution System PPBES operates and should function to produce the annual defense budget proposal to Congress analyze the role of Congress in debating and deciding on defense appropriations and the politics of the budgetary process including the use of supplemental appropriations to fund national defense analyze budget execution dynamics identify the principal participants in the defense budget process in the Pentagon and military commands assess federal and Department of Defense DoD financial management and business process challenges and issues and describe the processes used to resource acquisition of defense war fighting assets including reforms in acquisition and linkages between PPBES and the defense acquisition process Air Force and Space Digest ,2003

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