

Strategic Planning and the U.S. Air Force

Characteristics of Success

Michael J. Mazarr, Jeffrey Eggers, Diana Gehlhaus Carew, Raphael S. Cohen, Califin Lee, Rebeca Orrie, Michael Spirtas, Laura Werber, Seon M. Zeigler

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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 **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 problems and devising accurate solutions 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 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 The Executive Branch Joel D. Aberbach, Mark A. Peterson, 2005-10-27 The presidency and the agencies of the executive branch are deeply interwoven with other core institutions of American government and politics While the framers of the Constitution granted power to the president they likewise imbued the

legislative and judicial branches of government with the powers necessary to hold the executive in check The Executive Branch edited by Joel D Aberbach and Mark A Peterson examines the delicate and shifting balance among the three branches of government which is constantly renegotiated as political leaders contend with the public s paradoxical sentiments yearning for strong executive leadership yet fearing too much executive power and welcoming the benefits of public programs yet uneasy about and indeed often distrusting big government The Executive Branch a collection of essays by some of the nation's leading political scientists and public policy scholars examines the historical emergence and contemporary performance of the presidency and bureaucracy as well as their respective relationships with the Congress the courts political parties and American federalism Presidential elections are defining moments for the nation s democracy by linking citizens directly to their government elections serve as a mechanism for exercising collective public choice After the election however the work of government begins and involves elected and appointed political leaders at all levels of government career civil servants government contractors interest organizations the media and engaged citizens. The essays in this volume delve deeply into the organizations and politics that make the executive branch such a complex and fascinating part of American government The volume provides an assessment from the past to the present of the role and development of the presidency and executive branch agencies including analysis of the favorable and problematic strategies and personal attributes that presidents have brought to the challenge of leadership It examines the presidency and the executive agencies both separately and together as they influence or are influenced by other major institutions of American government and politics with close attention to how they relate to civic participation and democracy Parameters .2003 **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 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 The Future: Warfare, military forces and technology ,1993 American Book Publishing Record, 2006 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 Professional Journal of the United States Army ,2016 Air Force Journal of Logistics ,1980 studies Greening of the U.S. Military Robert F. Durant, 2007-05-18 By the Cold War s end U S military bases harbored nearly 20 000 toxic waste sites All told cleaning the approximately 27 million acres is projected to cost hundreds of billions of dollars And yet while progress has been made efforts to integrate environmental and national security concerns into the military s operations have proven a daunting and intrigue filled task that has fallen short of professed goals in the post Cold War era In The Greening of the U S Military Robert F Durant delves into this too little understood world of defense environmental policy to uncover the epic and ongoing struggle to build an environmentally sensitive culture within the post Cold War military 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 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 Durant's polity centered perspective and arguments will evoke needed scrutiny debate and dialogue over these issues in environmental military policymaking and academic circles US Army in WW2: War Department, Strategic Planning for Coalition Warfare (Hardcover format only), This volume deals with strategic planning in the midwar era from January 1943 through the summer of 1944 This is the story of the hopes fears struggles frustrations and triumphs of the Army strategic planners coming to grips with the problems of

the offensive phase of coalition warfare Basic to this story is the account of planning by General George C Marshall and his advisers in the great debate on European strategy which followed the Allied landings in North Africa and continued to the penetration of the German frontier in September 1944 During this period the great international conferences from Casablanca in January 1943 to the second Quebec in September 1944 were held and the Allies formulated the grand strategy of military victory The volume follows the plans issues and decisions to the end of the summer of 1944 when the problems of winning the war began to come up against the challenges of victory and peace and a new era was beginning for the Army Chief of Staff and his advisers Military soldiers veterans especially World War II veterans adn their families and students studying World War II may enjoy reading this primary source document that accounts the leadership and strategy during World War Two years 1943 1944 Related products United States Army in World War 2 War Department Global Logistics and Strategy 1940 1943 is available here https bookstore gpo gov products sku 008 029 00056 3 Commanding Generals and Chiefs of Staff 1775 2010 Portraits Biographical Sketches of the United States Army's Senior Officer is available here https bookstore gpo gov products sku 008 029 00538 7 Secretaries of War and Secretaries of the Army Portraits Biographical Sketches 2010 is available here https bookstore gpo gov products sku 008 029 00537 9 World War II resources collection can be found here https bookstore gpo gov catalog us military history battles wars world Military Review ,2016 University Library Index to Military Periodicals ,1999 American Defense Policy Paul J. Bolt, Damon V. Coletta, Collins G. Shackelford, 2005 American Defense Policy has been a mainstay for instructors of courses in political science international relations military affairs and American national security for over 25 years The updated and thoroughly revised eighth edition considers questions of continuity and change in America's defense policy in the face of a global climate beset by geopolitical tensions rapid technological change and terrorist violence On September 11 2001 the seemingly impervious United States was handed a very sharp reality check In this new atmosphere of fear and vulnerability policy makers were forced to make national security their highest priority implementing laws and military spending initiatives to combat the threat of international terrorism In this volume experts examine the many factors that shape today s security landscape America s values the preparation of future defense leaders the efforts to apply what we have learned from Afghanistan and Iraq

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