



North Carolina National Guard

Leading Change: Vision Driven Strategic Planning

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Why Do We Need Strategic Planning?

- NCNG has a proud history of success!
 - Mobilization of over 50% of the NCNG in support of Global War on Terrorism
 - Hurricane Isabel Support (during Mob Process!)
- Bottom Line: *When called, we provided ready units!*
- What is our future: Who will call and what type units will we be expected to provide?



Our Future Changes Daily!

- DoD/NGB Transforming to meet requirements of Global War on Terrorism.
 - Joint Force Headquarters (State Level)
 - Dept. Homeland Security (Northern Command)
 - Strategic Readiness System (SRS) aka Balanced Scorecard
- Change is inevitable - Embrace it - Shape Your Future!

"If you don't like change, you are going to like irrelevancy even less!"

GEN(R) Hugh Shelton, 13 Nov '03



Agenda

- How we started: *Building a Foundation for Change*
- How does it all fit together?
 - Strategic Planning Process
 - Balanced Scorecard a.k.a Strategic Readiness System (SRS)
 - Malcolm Baldrige Criteria a.k.a Army Performance Improvement Criteria
 - Six Sigma Methodology
- Future Work – Six Sigma Process Improvement



2 Components of Change

Hope is Not a Method, GEN(R) Gordon Sullivan

- Conditions: *(External)* What is happening in our environment.
 - Homeland Security Requirements (NORTHCOM)
 - Redesign of all State Headquarters (National Initiative)
 - SRS as a Management Tool (Dept of Army Initiative)
 - Unit of Action Transformation to Expeditionary Force Capability
- Process: *(Internal)* Leadership & Managerial Actions we take to transform our organization.
 - Execute Strategic Planning Process
 - Create an effective Management System – SRS and Baldrige Criteria Framework
 - Focus on Process Improvement with Six Sigma



NCNG's Way Ahead

- Build the foundation for change in 3 areas
 - Organizational **Strategy**
 - NCNG Vision, Mission, Values
 - NCNG Goals & Objectives
 - Organizational **Management**
 - Strategic Readiness System (SRS)
 - Army Performance Improvement Criteria (APIC)
 - Six Sigma Process Improvement Methodology
 - Organizational **Culture**
 - This is the *hardest* change to make!
 - Our Culture directly influences our performance
- All 3 of these areas must be aligned for success!



First Area: Organizational Strategy

- Vision: Defines where we are going (3-5 Years)
- Mission: What we do – our purpose.
- Values: Culture to live by - **Trust** is our Bedrock
 - Individual Values (Army & AF)
 - Organizational Values/Operating Principles
- Goals: Long range purpose/aim/intent
- Objectives: medium term, measurable targets that support Goals
- Action Plans: Short term actions to support Goals & Objectives



Second Area: Organizational Management System

- “*Are we taking care of soldiers/airmen?*”
 - Focus on Key processes to ensure timely support – *Six Sigma*
 - Strive to effectively manage limited resources
- Strategic Readiness System (SRS)
 - Ensures *alignment* of objectives throughout NCNG
 - “*Dashboard*” for driving NCNG
 - SRS based on strategic goals & objectives:
 - Review in Staff Meetings
 - Include in Personal Performance Reviews



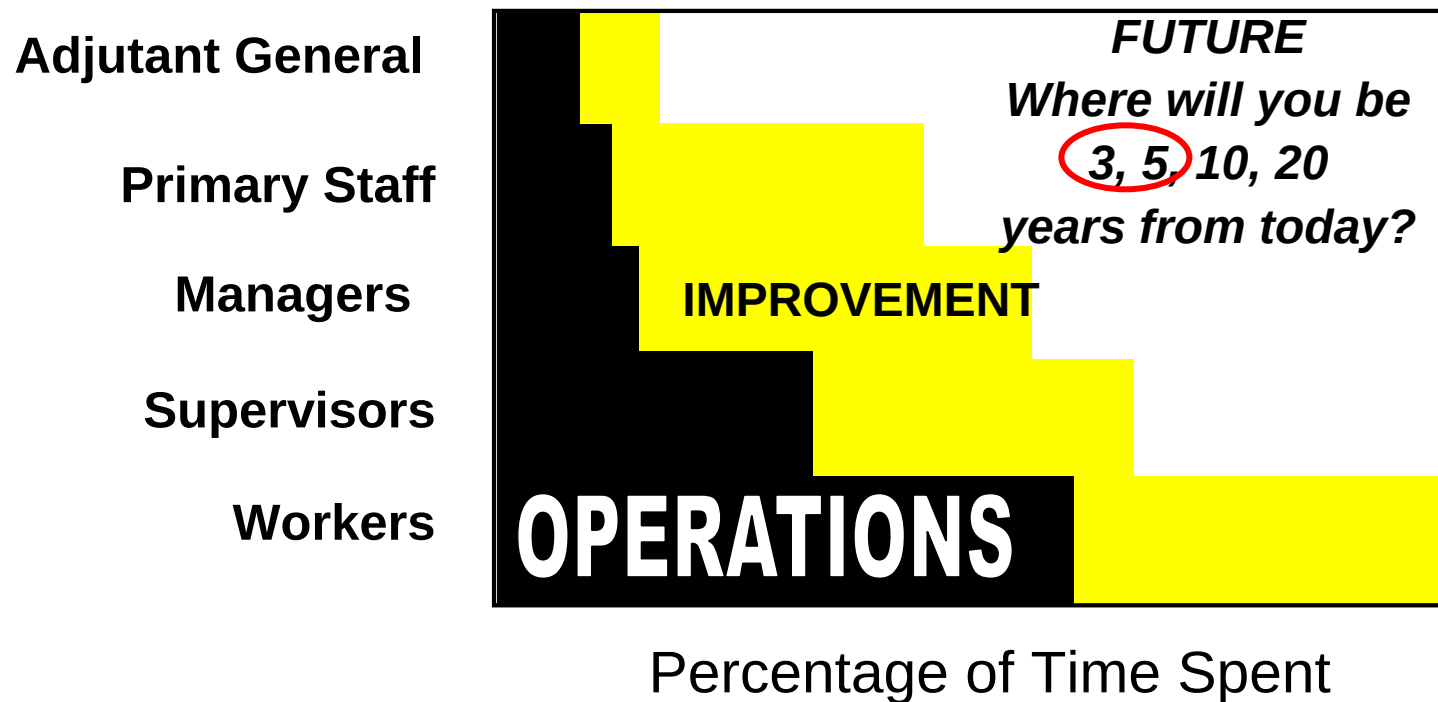
Third Area: Organizational Culture

- Assessment: **Current** culture
 - Task oriented (*reacting* to current ops) instead of focusing on the long term (goal oriented and *proactive*)
 - Current culture will *constrain* any new strategy we develop!
- In order to improve performance we must change our way of *thinking* and *doing* things - *Our Culture!*



Intent for Our *Future* Culture

Where Should We Be Working?





Changing Our Culture

- Not a Quick Fix – Long Term (3 – 5 years)
- *The Law of the Harvest* –
 - “A man reaps what he sows” Galatians 6:7
 - Prepare the Ground (We are doing this now!)
 - Plant the Seeds (We all must do this!)
 - Nurture the crops (Teach/Train)
 - Harvest the crops (Reap the benefits – improvement!)
- It takes *time* to grow crops and harvest – it does not happen overnight!



Just Another Management Fad?

"Flavor of the Month"

*"We had a Strategic Plan before
are we going to go through this
process and produce a **pretty**
binder to place on a shelf and
never use it?"*

Quote from member of Senior Staff



How does it all fit together?

Plan

Strategic Plan

- Vision, Mission, Values
- Goals, Objectives & Action Plans
- Goals reviewed annually
- Quarterly IPR of Action Plans

**Six Sigma
DMAIC**

Measure

SRS-Balanced Scorecard

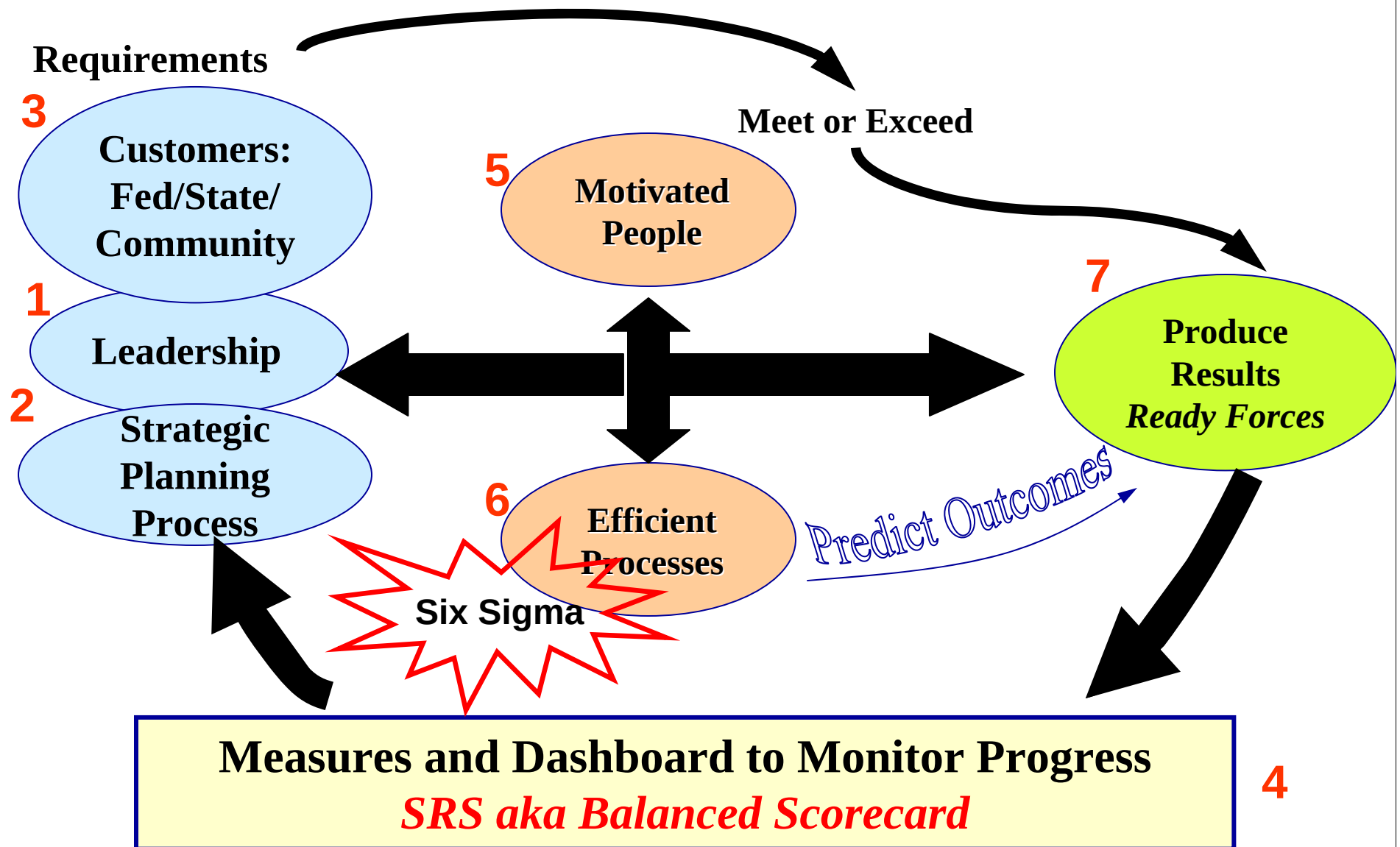
- System to monitor critical measures from Strat Plan
- Visual *Picture* of Strategy
- Status reviewed weekly

Analyze

APIC-Baldrige Criteria

- Framework for Analysis of Critical Measures
- Performance Feedback
- Annual Assessment

Integrated Management System





North Carolina National Guard

Results:
Strategic Planning Conference
December 2003



NCNG Vision

*North Carolina National Guard will serve as a premier **Joint Force** for missions at home and abroad; seamlessly integrated with all federal, state and local agencies; capable of providing plans, policy and ready forces as required.*



NCNG Mission

- **Federal:** Maintain mission ready units and guardsmen available to mobilize in support of the National Military Strategy.
- **State:** Provide ready forces to protect life and property, and to preserve peace, order, and public safety when directed by the governor.
- **Community:** Participate in local, state, and national programs that add value to our families, employers, and communities.



NCNG Organizational Values

(VIP)²

- ***Visionary:*** Focus on Future, Leadership, Setting Key Direction, Systems Perspective
- ***Valuing the Force, Families, and Partners:*** Service Oriented, Compassionate & Understanding, Committed, Awareness, Mutual Respect, Diversity
- ***Integrity:*** Accountability, Trustworthiness, Credibility, Honesty, Courage, Responsibility, Humility, Diversity
- ***Innovative & Empowered Force:*** Agility, Responsibility, “Buy-In”, Flexibility, Creativity
- ***Public Responsibility and Citizenship:*** Accountability, Stewardship, Citizen Soldier, Community Participation
- ***Pursuit of Excellence:*** Commitment, Professionalism, Continuous Improvement



Core Competencies

“What must we do to ensure our existence?”

- Provide Ready Forces
- Support Civil Authorities
- Perform Homeland Security
& Homeland Defense



Priority Issues

(1 of 2)

- Strengthen the Force through Families, Employers & Partners: preparing and supporting Guardsmen's families, employers and communities.
- Relevant & Ready Forces: meet required readiness levels as established by DoD/NGB



Priority Issues

(2 of 2)

- **Culture of Excellence**

- Service before Self
- Consistent enforcement of standards
- Change the way we think and operate to enhance the organization
- Different perspectives and views

- **Strengthen Legislative & Civic Support**

- Market NCNG and raise awareness to local, state, and national government
- Seek benefits and resources for individuals and the organization
- Enhance the image of the NCNG

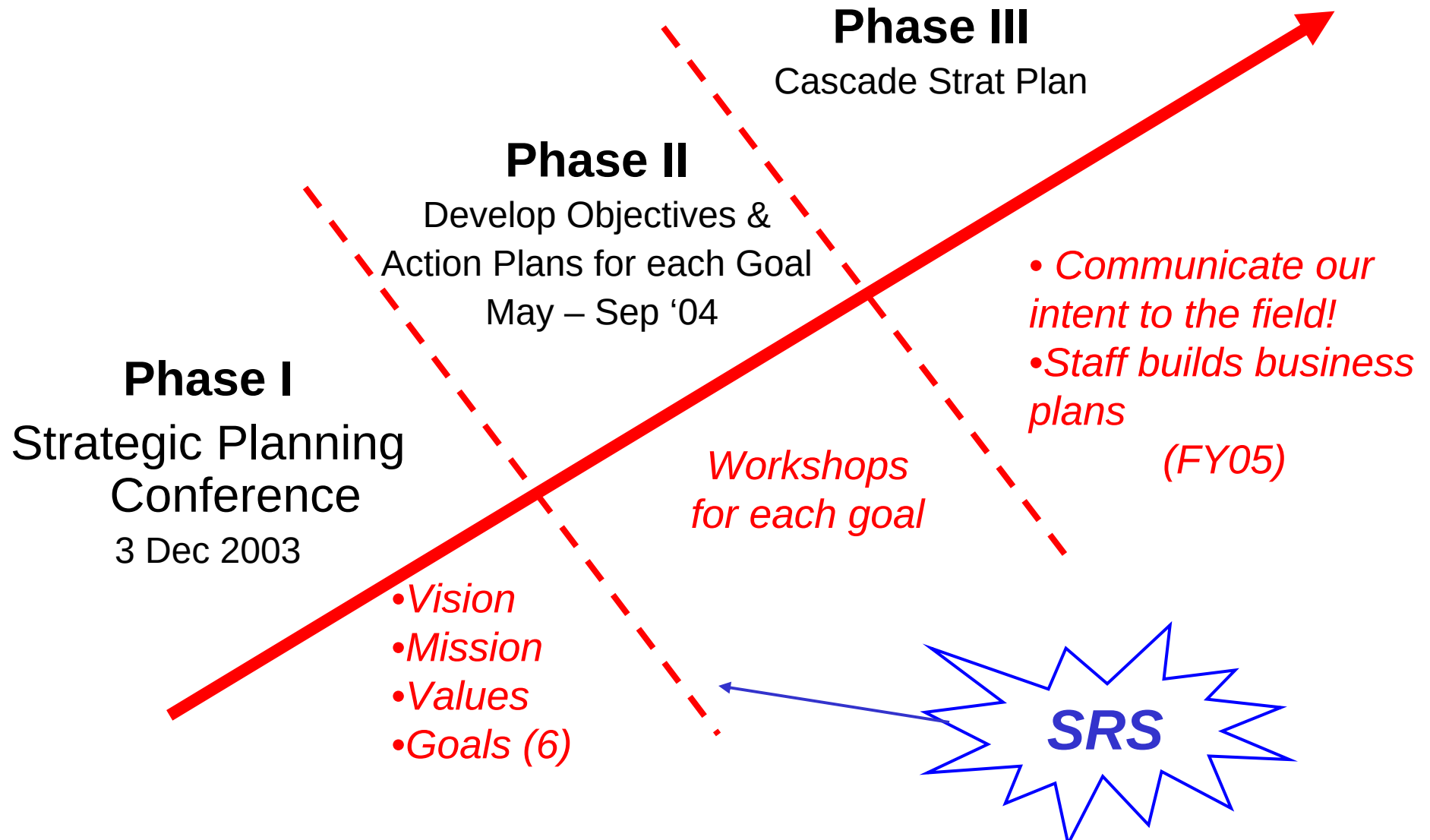


Goals (Champions)

1. Become the lead planning element for Homeland Security/Homeland Defense within Dept. Crime Control & Public Safety. (J3)
2. Shape a relevant force structure for the NCNG. (J3)
3. Provide ready forces. (J3)
4. Create an environment of excellence. (DAG/Air & Army)
5. Strengthen Guardsmen benefits and organizational resources for the NCNG. (DCMA)
6. Strengthen the force through families, employers and partners. (J1)



"Where are we in the development of the NCNG Strategic Plan"





Organizational Management

Strategic Readiness System
a.k.a Balanced Scorecard

“Focusing on Critical Measures”



Quick Overview of SRS

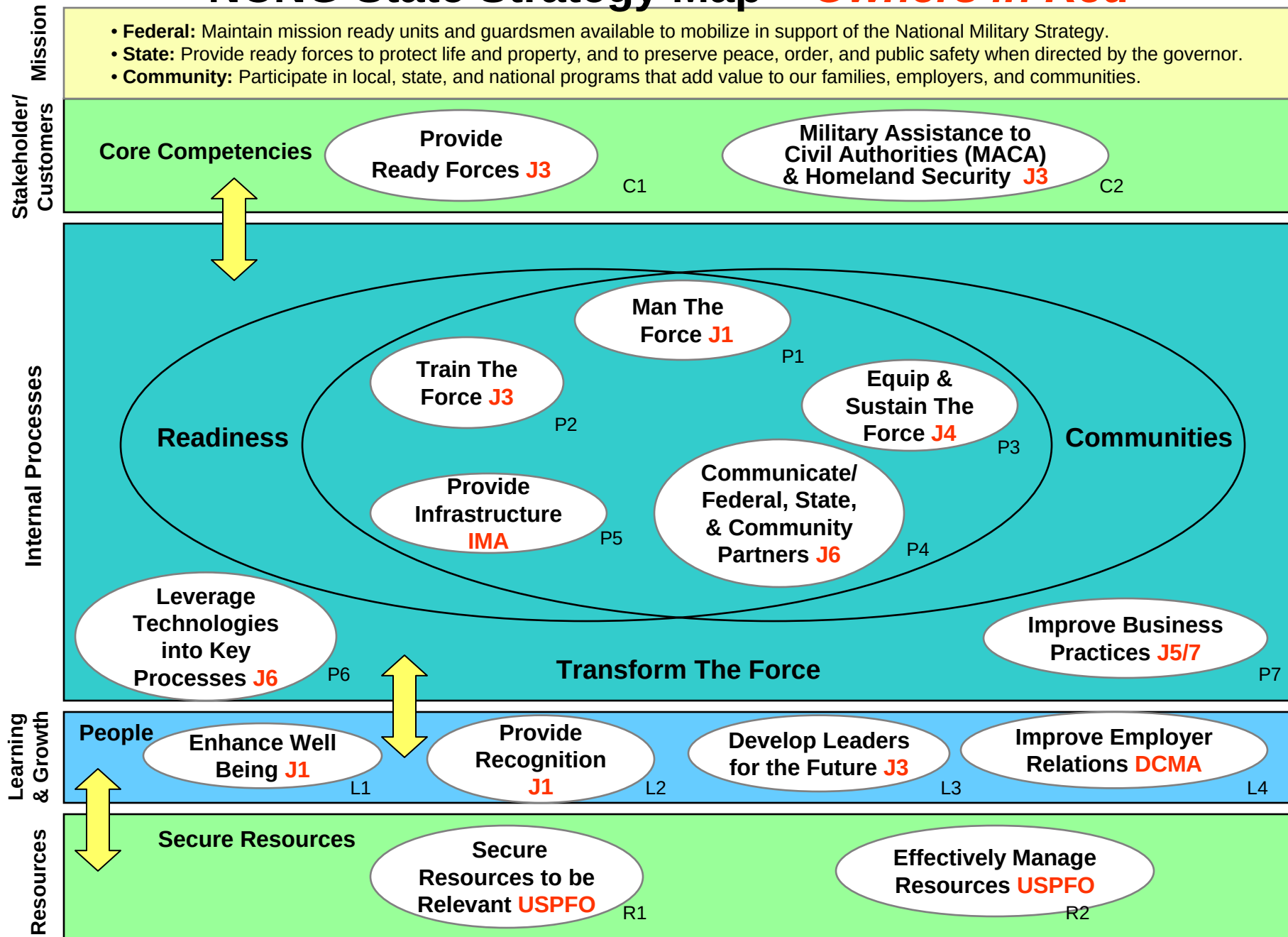
- Resulting from Government Performance Results Act of 1993.
- SRS is a Dept. of the Army / National Guard Bureau mandated system
- Creates a Strategy – Focused Organization:

Strategy – strategy depicted on map.

Focused –on **critical measures**.

Organization – assigns responsibility for each objective/measure

NCNG State Strategy Map – *Owners in Red*





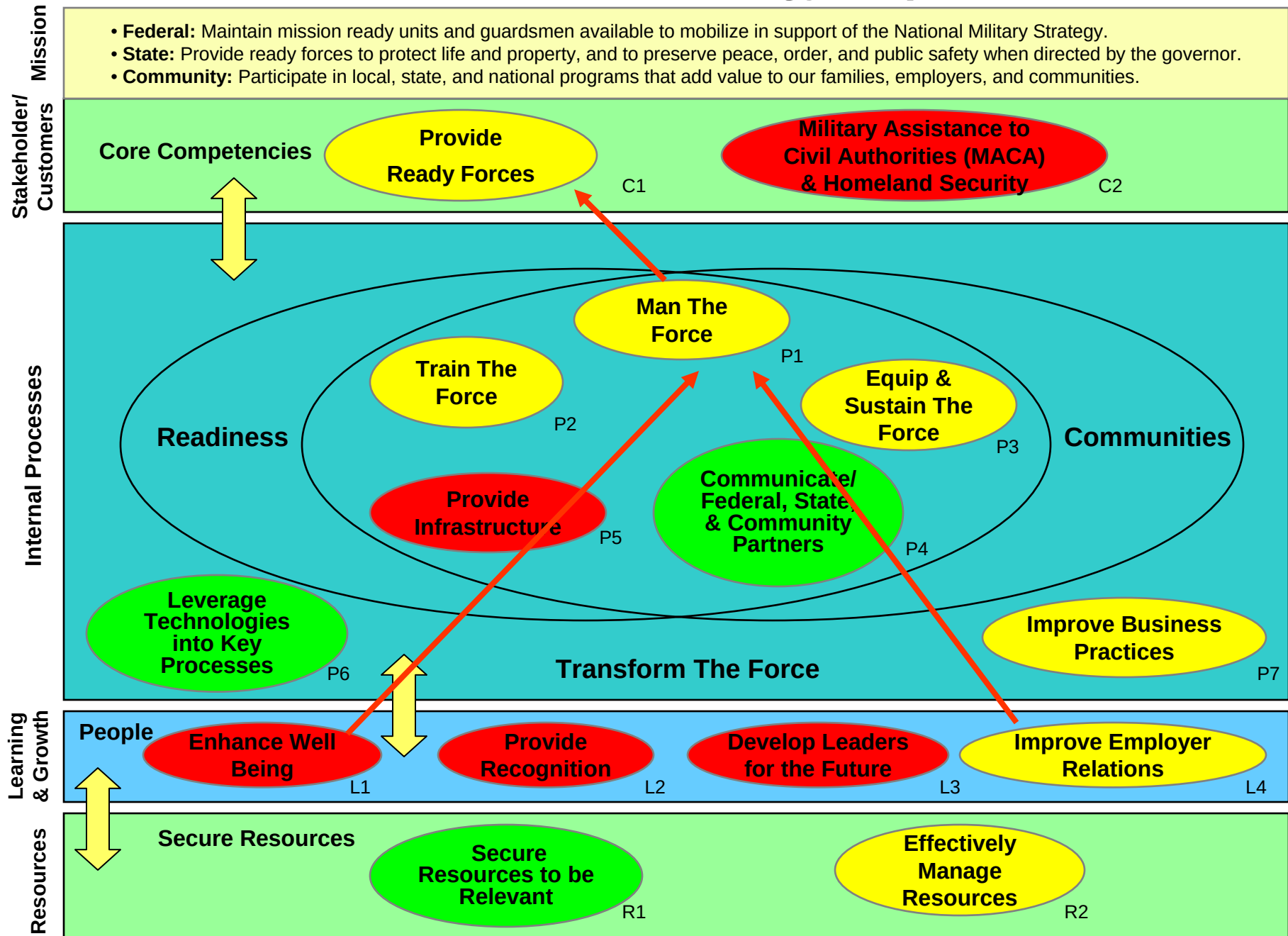
Objective: Man the Force

Proposed Measures

Measure Name	Definition / Formula	Target/Max/Min
P1-a: % of state end strength vs. FSA requirement	# of soldiers assigned / total # of FSA authorizations	99.5/100/99.4
P1-b: % of state end strength vs. NGB missioned	# soldiers assigned / NGB mission	99.9/100/99.5
P1-c: % of vacancies vs. authorizations	# of statewide vacancies / total # of authorizations	$\leq 12/0/\geq 18$
P1-d: % of Training Pipeline loss	# of soldiers lost prior to becoming DMOSQ / total # soldiers in training pipeline	12/0/13
P1-e: % assigned (AGR & Tech combined) FTS personnel	# assigned (AGR & Tech combined) FTS personnel / FTM Requirements	90/100/80

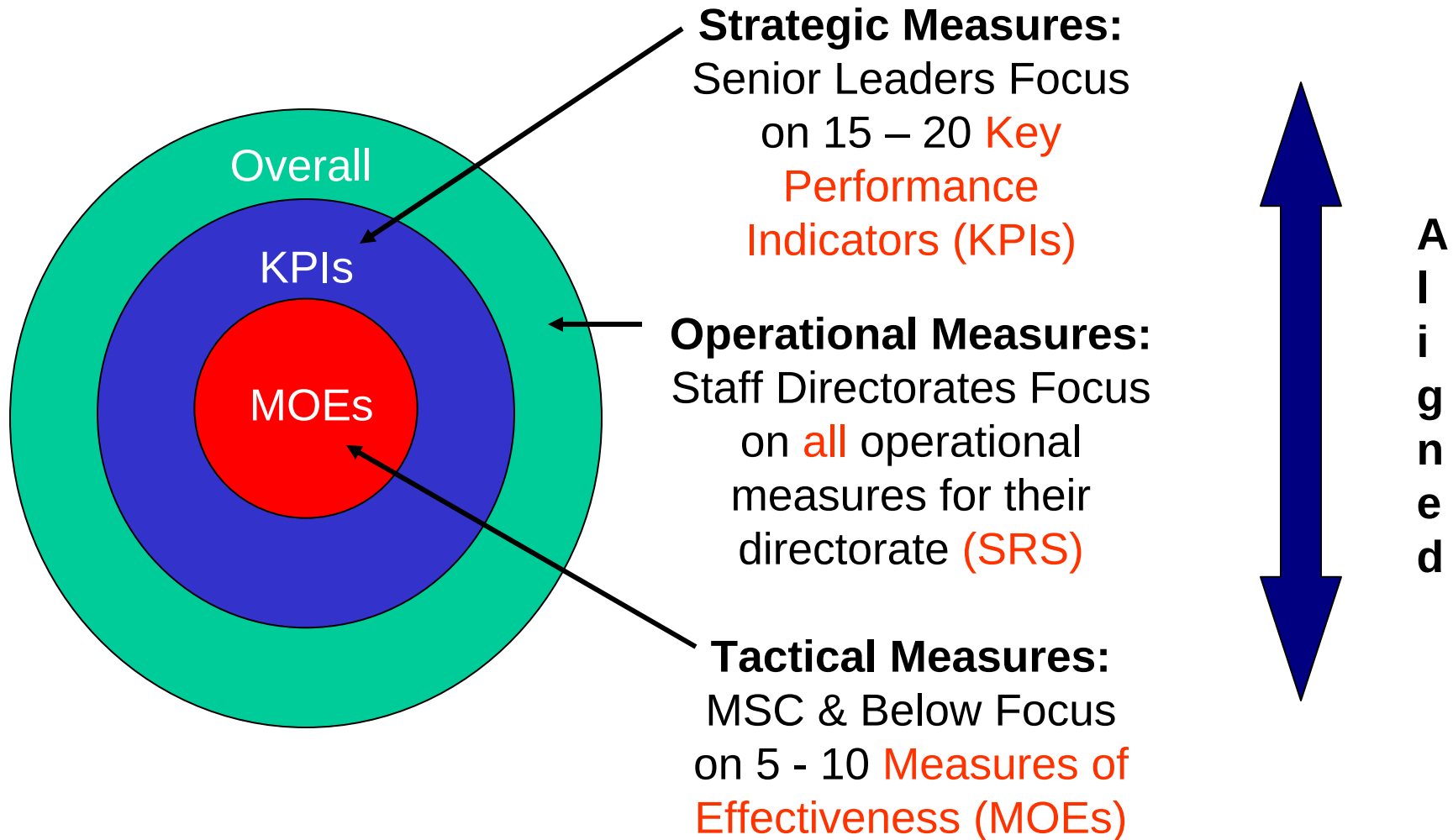
* Based on the status of each individual measure, a formula is used to calculate the status of the overall objective: **“Green – Amber – Red”**

NCNG State Strategy Map





Aligning Our Organizational Management System





What role does Six Sigma Play?



- **Intent:** To manage the organization by fact. Focus on *critical measures* of *key processes* on Balanced Scorecard
- **How:** By providing leaders at all levels effective tools to analyze *critical measures* for the *key processes* for which they are responsible.



Summary: *NCNG's Way Ahead*

Status

- Build the foundation for change in 3 areas

Completed ———→ Organizational **Strategy**

- NCNG Vision, Mission, Values
- NCNG Goals & Objectives

Start FY05 ———→ Organizational **Management**

- Strategic Readiness System (SRS)
- Army Performance Improvement Criteria (APIC)

3- 5 Yrs ———→ Organizational **Culture**

- This is the *hardest* change to make!
- Our Culture directly influences our performance
- All 3 of these areas must be aligned for success!
- We are on track for completion!



Bottom Line

Change is Hard Work: Leading change means doing **two** jobs at once – getting the organization through **today** and getting the organization into **tomorrow**.

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