

Strategic Planning & Designing Sustainment Operations

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Overview

- What is strategic planning and why is it important?
- What are the core elements of a strategic plan?
- How do you know if your strategic plan is working?

What is Strategic Planning?

- “A **systematic process** of envisioning a **desired future**, and translating this vision into broadly defined **goals or objectives** and a **sequence of steps** to achieve them” ([Business Dictionary](#))



Why is Strategic Planning Important?

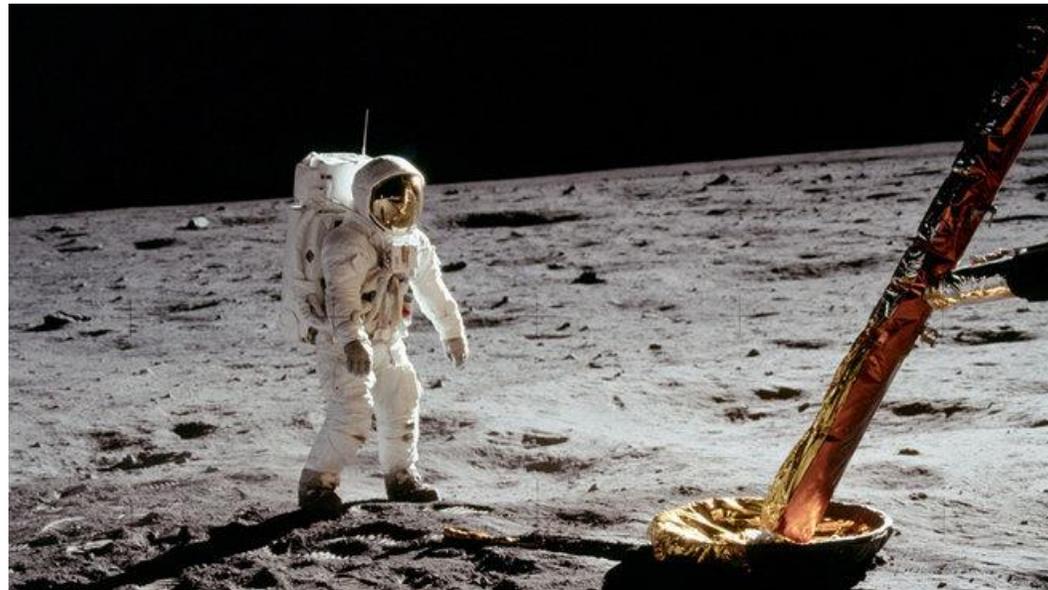
- Helps leaders to allocate **time, money, and human capital**
- Strategic planning helps synchronize and integrate across multiple contexts:
 - National
 - Organizational
 - Multinational

Core Elements of a Strategic Plan

- Define what's important (**mission & end states**)
- Determine where you are (**environment & stakeholders**)
- Identify what you need to achieve (**goals**)
- Create accountability (**roles & responsibilities**)

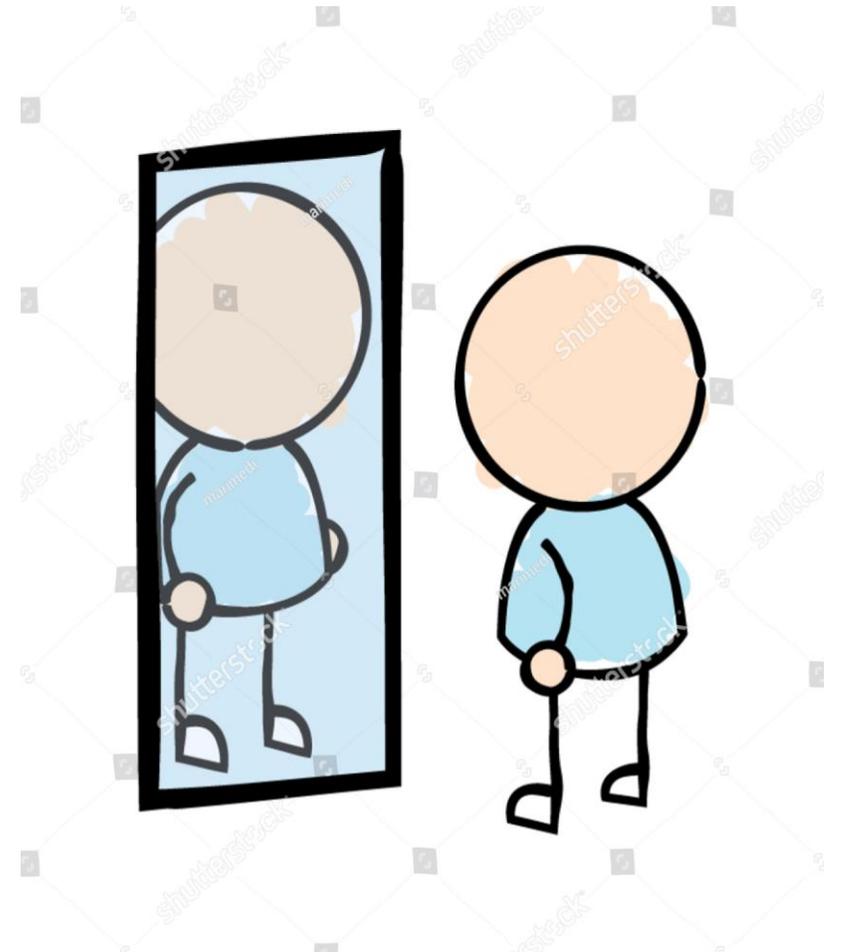
Define What's Important: Mission & End States

- National/command mission and end states → logistics mission and end states
- Logistical end states enable achieving command end states



Determine Where You Are: Environment

- Strategic plans scan the environment for constraints and enablers
- Every organization has **internal strengths and weaknesses** and **external opportunities and threats**



Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis

	Helpful	Harmful
Internal	STRENGTHS <ul style="list-style-type: none">_______________	WEAKNESSES <ul style="list-style-type: none">_______________
External	OPPORTUNITIES <ul style="list-style-type: none">_______________	THREATS <ul style="list-style-type: none">_______________

Determine Where You Are: Stakeholders

- A stakeholder is “a person, group or organization that has interest or concern in an organization” ([Business Dictionary](#))
- For each stakeholder group, there are two key questions:
 1. What do you want/need from them?
 2. What do they want/need from you?

Identify What to Achieve: Goals

➤ Set SMART goals

- **S** - specific
 - **M** - measurable
 - **A** - actionable
 - **R** - realistic
 - **T** - time-bound
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- Example: “Within 6 months, establish a supply depot in [location] to support future Eastern Africa Standby Force operations”

Exercise: Making Goals SMART

- How can we turn the following goals into SMART ones?
 - Example 1: Establish a logistics training program for AU standby forces
 - Example 2: Make all military equipment in Africa interoperable in 1 year

Create Accountability

- Once goals are identified, leaders can:
 - Set roles and responsibilities
 - Integrate and allocate resources
 - Link capability development to goals

How Do You Know If It's Working?

- Organizations often generate new plans and goals without evaluating old ones. Leaders should identify:
 - Successes
 - Failures
 - Surprises
 - Insights

Updating Plans

- Time horizons for re-evaluating and updating plans
 - Strategic plans need frequent re-evaluation
 - Missions, end states, and environments are dynamic

