

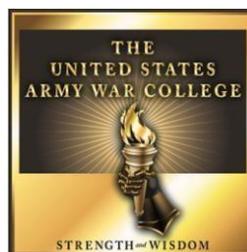
Strategy Research Project

Unleashing the Power of Alignment on Army Installation Management

by

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Under the Direction of:
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Abstract

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Unleashing the Power of Alignment on Army Installation Management

In our ever-changing world, the Army must evolve to meet emerging challenges. Challenges such as shrinking budgets, withdrawal of troops and up-and-coming demands and conflicts require every echelon within our Army to seek innovative, timely, and creative ways to operate.

—Assistant Secretary of the Army Katherine Hammack¹

The 2014 United States Army Operating Concept (AOC) describes the current strategic environment as complex, unknown, unknowable and constantly changing.² To win in this challenging environment, organizations must be adaptable and Army Strategic leaders must master visioning, alignment and change.³ Though not easy, the concepts of visioning and change are straightforward. Visioning requires identifying a desired future state and developing a strategy to achieve it consisting of ends (objectives), ways (concepts and methods), and means (resources).⁴ A primary focus of strategy is to achieve sustainable competitive advantage for an organization in a cost effective way with acceptable risk. Strategic leaders achieve this vision through the process of organizational change.

Alignment is a physical task, but more importantly it is a conceptual strategic leader competency that enables visioning and change.⁵ In a bureaucratic and hierarchical organization, alignment is traditionally associated with the concept of nesting or “fitting one within another.”⁶ Army leaders routinely nest plans, processes, and organizational structure with their higher headquarters to ensure unity of action.

But organizational alignment is so much more than traditional nesting. Organizational scholars George Labovitz and Victor Rosansky propose that organizational alignment is “a condition in which the key elements of an organization – its people, strategy, customers and processes work in concert to serve the primary

purpose of the enterprise.”⁷ Aligned organizations are energized and operating at optimal performance to achieve their part of the vision. Leaders are passionate, employees are engaged, and customers are satisfied.

The Chief of Staff of the Army’s (CSA) #1 imperative is readiness across the Total Force.⁸ As the “Army’s Home,” the installation management community plays a key role in supporting the CSA’s priority. While the Army is not a business, the need for its people, strategy, customers, and processes to work in concert to optimize performance and achieve its mission is an essential task. This is especially true for the Army’s global, multi-billion dollar installation management enterprise.

Alignment is a concept that is equally applicable in both the public and private sectors. This paper will introduce the Army to Labovitz and Rosansky’s alignment framework and apply it to the complex and challenging world of Army installation management. Faced with shrinking budgets and evolving threats, the alignment model can help strategic leaders expand their understanding of alignment and in doing so uncover bottom-up innovative, timely, and creative ways to win in the ever evolving and rapidly changing world.

Installation Management “Business”

Installation management is a mission essential function for the Army enterprise. Since the birth of our Army in 1775, military units have assembled in encampments and at deployment facilities in preparation for battle.⁹ Almost 250 years later, the role of the installation management community continues: “take care of people; provide the necessary services; sustain infrastructure and natural resources; and enable readiness.”¹⁰

In 2014, the Army executed over \$18.3 billion dollars for Installation Management and its facilities represented a replacement value of more than \$412 billion.¹¹ Today, the Army operates 156 installations and manages 13.5 million acres of land worldwide.¹² Army organizations use the equivalent of more than twice the total office space in New York City and more acreage than the States of Maryland, Connecticut and Rhode Island combined.¹³ Customers include approximately 1.1 million Soldiers, 249,000 civilian employees, 926,827 retirees, over 800,000 family members, and 54,000 Gold Star family members, and thousands of both public and private partners.¹⁴

The U.S. Army is not a business, but rather a producing organization with a dual nature of vocational profession and hierarchical bureaucracy.¹⁵ Built on installations, the product is “relevant and ready landpower for the Combatant Commander and the joint team.”¹⁶ Since professionalizing its officer corps in the 19th century, strategic leaders within the profession have struggled to keep the two internal natures of the organization in proper balance. Military scholar Don Snider warns that efficiency has become a dominant goal of the Department of Army, often surpassing military effectiveness.¹⁷

Traditionally, strategic leaders use alignment as a systematic tool to manage and control the massive Army bureaucratic hierarchy. This rigid approach often produces top-down solutions and requires lock-step execution. Nesting often fails to fully exploit the body of expert knowledge that is the US Army—its people. A combination of tradition nesting combined with Labovitz and Rosansky’s organizational performance model will enable leaders to take advantage of the Army’s dual nature and achieve optimal performance in a more synergistic and adaptable way.

Traditional Alignment

In a 1994 Congressional Research Study (CRS) report, John Collins presented nine benchmarks, or 'principles' of preparedness to help "U.S. planners, programmers, and budgeters fashion ready, sustainable armed forces, at reasonable costs."¹⁸

Infrastructure is principle number six. Collins identifies that the armed forces performed best when diversified installations facilitated essential training and furnished essential support.¹⁹ He wrote,

Infrastructure is costly but vital, so balancing the various needs of the force to sustain quantitative and qualitative readiness is vital to ensure the recruiting, manning, training, equipping, sustaining, developing, mobilizing/de-mobilizing, deploying/re-deployment, and caring for the forces and their families. Unlike in previous eras, today in the U.S. acquisition of land to create new bases is less likely absent a dire threat to national security. The U.S. military must align effectively and efficiently its existing properties to the readiness needs of the force.²⁰

While the Army is not able to independently align its infrastructure without Congressional authorization, the Army has repeatedly aligned and realigned its organizations to seek incremental efficiencies where possible. At the turn of the 21st century, there were 15 major Army commands (MACOMs) responsible for Army base support.²¹ Each Commander had significant control over local installation resources, to include funding and service delivery. Some Commanders with high operational tempo took high risk in facility maintenance and base operating services resulting in a growing culture of "have" and "have nots."

As a first step in addressing these compounding issues of misalignment, the Chief of Staff of the Army established an Assistant Chief of Staff for Installation Management (ACSIM) position in 1993. Eight years later, Secretary of the Army Thomas E. White established the Headquarters, Department of the Army Realignment

Task Force, and by October 2001 decided to centralize Army installation management.²² In August 2002, he signed U. S. Army General Order No. 4, officially establishing the Installation Management Agency (IMA) as a Field Operating Agency (FOA) to the ACSIM.

The purpose of IMA was to “eliminate these inequities, focus on installation management and enhance the well-being of Soldiers, Families, and Civilians.”²³ MG Ronald Johnson, 2004 Director of IMA said: “In forming the IMA, the Army charted a corporate approach to installation management. This allows commanders to focus on the mission while IMA concentrates on maintaining predictability and efficiency in the delivery of services.”

In October 2006, the Army consolidated its organization even further. It established a three-star command, the Installation Management Command (IMCOM), and combined the Installation Management Agency (IMA), the Community and Family Support Center, and the U.S. Army Environmental Center (USAEC) into one organization “to create a more effective, efficient and agile organization.”²⁴ The IMCOM Commander was dual-hatted as the ASCIM, and led split-based operations when IMCOM moved to San Antonio, Texas in 2010. In November 2015, the Army reorganized Installation Management again by creating a new three-star general position and separating the IMCOM Commander and ACSIM responsibilities.²⁵ Today, IMCOM is a direct report unit (DRU) to the CSA in a move that “indicates how important the mission is to senior Army leadership.”²⁶

The Assistant Secretary of the Army (Installations and Environment) (ASA (IE&E)) provides civilian oversight of the Army’s installation, energy, and environmental

portfolio. ASA (IE&E) Katherine Hammack is “the principal adviser to Secretary of the Army on matters related to Army Installations.”²⁷ She is responsible to ensure Army efforts are executed consistent with law, regulation, and policy. She also provides strategic direction for aspects of the Planning, Programming, Budgeting and Execution (PPBE) process and aligns resources to strategy.²⁸

Secretary Hammack’s recently released Installations, Energy and Environment Strategy 2025 refers to the concept of alignment multiple times. It also includes an Installation governance chart to visually depict alignment and clearly delineate roles and responsibilities for the key organizations and functional directorates in the installation management community at every level. (See Figure 1).²⁹

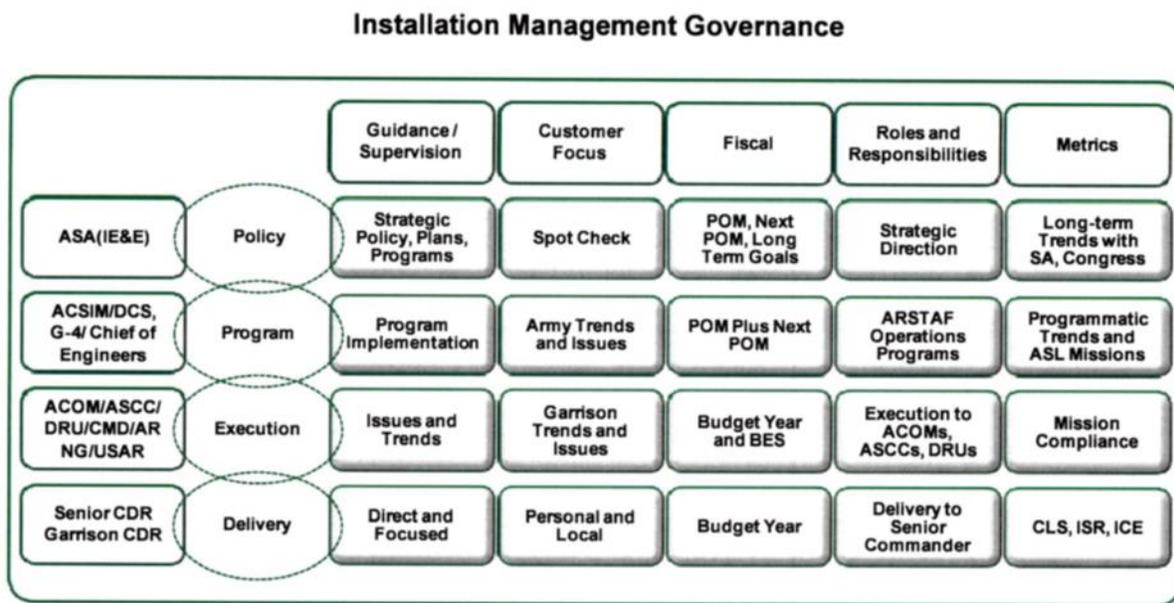


Figure 1. Installation Management Governance

Although installations are key components to readiness, DOD and the Army continue to accept more and more risk in facilities. While performing the duties of Assistant Secretary of Defense (Energy, Installations and Environment) on March 11,

2015, Mr. John Conger testified before Congress and identified the crux of the installation management budget dilemma. He said, “As I have said in the past, facilities degrade more slowly than readiness, and in a constrained budget environment, it is responsible to take risk in facilities first.”³⁰ At times, Installations are inadvertently delinked from readiness. Senior leaders are forced to take greater risk in Installations, a risk immediately passed down to the Total Army in the form of inadequate or insufficient training and life support facilities and/or services.

The continuous drive for efficiency through reorganization and realignment has also increased installation management risk. Military and civilian employees have been asked to do more with less without commensurate relief from requirements. In a 2015 monograph, “Lying to Ourselves in the Army Profession,” Dr. Gerras and Dr. Wong argue that the Army passes down requirements without considering the ability of the unit or the individual to comply with the totality of the requirement. They suggest that this Army practice has allowed a culturally acceptable level of dishonesty to permeate the ranks.³¹ Though not unique to installation management, this issue is compounded by fifteen years of continuous organizational alignment and change. IMCOM executed consolidation actions in-stride, eliminating positions and relocating employees while simultaneously supporting an Army at war. This turbulence has been personal and unevenly experienced across the organization, making future alignment and change efforts all the more challenging.³² *New York Times* author, Robert W Goldfarb described this phenomenon within the workforce. He wrote,

Call it trickle-down anxiety. Accustomed to hearing about budget cuts and layoffs from on high, employees at every level are becoming risk-adverse. Dedicated, ambitious workers tell me they are so afraid of making a mistake that they feel it’s safer for their careers to avoid innovation and

initiative. Managers need to realize that this paralysis threatens their companies' health.³³

As a hierarchical institution, the Army will continue to nest its vision, priorities, and organizational structure to corporately execute installation management. However, as a professional organization, the inherent expert body of knowledge will enable the four key elements of people, strategy, customers, and processes to achieve optimal performance and simultaneously manage risk. Although the alignment framework will not solve the community's budget dilemmas, a wide alignment aperture can uncover creative ways to reinvigorate the installation management community and transform budgetary constraints into leadership opportunities.

Alignment Theory and Framework

Organizations have a lot in common with a sailboat. They are continually buffeted by forces that push them off course and out of alignment. Technological change, social forces, competition, and government regulation are just a few of those disruptive forces. The result is that alignment is a continual challenge for management, not something that can be set and forgotten.³⁴

Alignment is defined as "the proper position or state of adjustment of parts in relation to each other."³⁵ Labovitz and Rosansky's alignment theory posits that when companies stay centered around the organization's "Main Thing," they are best positioned to achieve "extraordinary things."³⁶ As pioneers in the field, Labovitz and Rosansky developed their alignment framework based on extensive research involving successful industry leaders, like Federal Express (FEDEX) and Columbia/HCA Healthcare, during a time of unprecedented technological innovation. In business, "extraordinary" primarily translates to increased growth and profits.³⁷ In a public organization, like the Army, "extraordinary" means mission accomplishment.³⁸ The Main

Thing drives an organization's strategy, not the other way around.³⁹ It should be clear, easy to understand, consistent with the strategy of the organization, and actionable.⁴⁰

The Navy applied the Alignment framework with great success. Serving as the Chief of Naval Operations (CNO) from 2000-2005, Admiral Vern Clark assigned *The Power of Alignment* as mandatory reading for his Officers, and made alignment one of his top five priorities.⁴¹ Admiral Clark understood the principles of alignment but wanted to quantitatively measure misalignment across the Navy.⁴² They modified FEDEX's beta tested web-based tool, replacing "customer" with "those we serve," and "mission" with "strategy." An automated dashboard showed the Naval Service Forces Commander both best practices as well as pockets of misalignment and subpar performance within his 19 departments.⁴³ At the end of the nine-month test period, the Navy concluded that the resources had been worth the investment. The command was better aligned and "customers" rated the command's services as significantly improved.⁴⁴ The framework proved successful for the Navy, and in the spirit of Joint Operations, is equally applicable to the Army.

The alignment framework is driven by the organization's "Main Thing," and arranges the organization's key elements along two primary axes (see Figure 2). The vertical dimension links people with strategy, while the horizontal dimension connects business processes with customers. In theory, when alignment is achieved in each dimension, a dynamic relationship exists among all four elements and the "full power of alignment is unleashed" through shared understanding and focus.⁴⁵

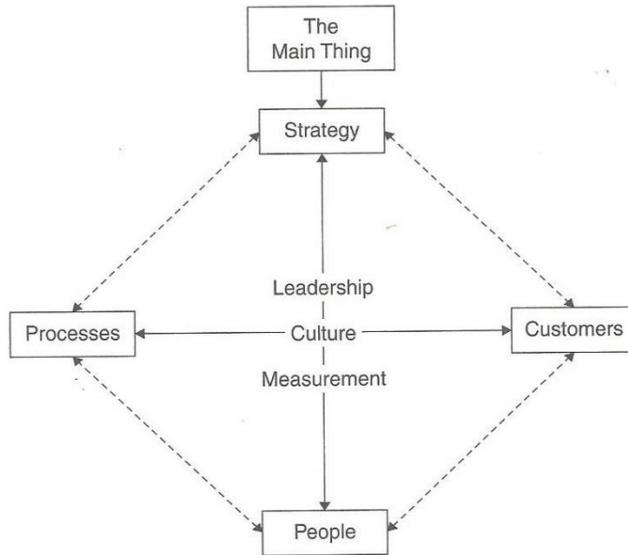


Figure 2. The Alignment Framework⁴⁶

Leadership and culture enable an organization to adjust to the ever-changing environment and remained aligned.⁴⁷ The role of the leader is to listen, create a common purpose, give people greater ownership of their work, and be present.⁴⁸ “Alignment between the parts of the organization requires pushing against a natural tendency for the parts to stand alone.”⁴⁹ Leaders kindle energy in the system by getting people to communicate.⁵⁰ As an example, Sam Walton prescribed a fundamental rule for Wal-Mart managers. He believed that corporate managers should be out in the stores, and store managers should be out on the floor.⁵¹ In Army terms, the Labovitz and Rosansky concept of “affirmative energy” correlates to battlefield circulation.⁵² Leaders drive both the intellectual and the physical aspects of alignment. Responsibility should be shared across the organization, but never delegated.

Culture is “the secret sauce.”⁵³ According to Labovitz and Rosansky, “The right culture greases the skids,” to achieve a leader’s vision and facilitate change.⁵⁴ To that end, the organization’s culture needs to be right for the company’s strategy.⁵⁵

Consultants of Booz & Company advise that “the particular strategy a company employs will succeed only if it is supported by appropriate cultural attributes.”⁵⁶

Labovitz and Rosanky posit that individuals will readily embrace a new strategy or support an improvement initiative if it is consistent with their attitudes, beliefs, values, and behavior.⁵⁷ And, while attitudes, beliefs, and values are very difficult to change, leaders can readily influence employee behavior.⁵⁸ “It is easier to get people to behave their way into a new way of thinking than to get them to think their way into a new way of behaving.”⁵⁹ Culture change is tough business, but begins when leaders set the example and employees see a tangible and personal benefit from the behavior change. The results become higher job satisfaction, improved performance evaluations, increased compensation, greater job security, etc.

Real-time performance measurement systems support decision making and drive behavior modification. Noted leadership trainer John E. Jones said: “What gets measured gets done. What gets measured and fed back gets done well. What gets rewarded gets repeated.”⁶⁰ Measurement can indicate when and where misalignment is occurring and focus resources accordingly. Leaders ensure that there is synchronicity between metrics and the essence of the business – the Main Thing.⁶¹ Organizations have an “invisible hand” of culture and the right performance management systems in place to “keep everyone in the organization doing the right things right.”⁶²

The Main Thing

The 39th Chief of Staff of the Army, General Mark A. Milley, is clear about the Army’s Main Thing – “Readiness.” The Army “exists for a single purpose and none other: to fight and win wars in defense of the United States of America. That’s it. Fighting and winning wars is our raison d’être.”⁶³ In an interview with the Army Times,

General Milley explained, “An army, any army, doesn't matter which army it is, only has two tasks – it's either prepare for war or prepare for combat. Absent the actual act of fighting, then our fundamental task is to prepare for the act of fighting. It means training. It means manning. It means equipping. It means leading.”⁶⁴ In a personal memorandum, General Milley outlined three priorities for the Army to achieve this end. “Readiness is #1, and there is no other #1.” His second priority is the future Army, what he terms the “future fight.” The Army must change and adapt, leverage insight from both internal and external organizations, and remain open to new ideas and ways of doing business.⁶⁵ Finally, the Army must take care of Soldiers, Civilians, and their Families. He states, “Our soldiers are the crown jewels of the Nation; we must love them, protect them, and always keep faith with them.”⁶⁶ In summary, General Milley’s Main Thing is a prepared and ready Army that remains always committed to its Soldiers, Civilians and Families.

The Vertical Dimension

Vertical alignment is about rapidly moving the company strategy through the organization and turning intentions into actual work by getting it “down to the ground where it can do some good.”⁶⁷ On installation matters, Secretary Hammack is responsible for providing strategic direction and vision on behalf of the Secretary of the Army. On 7 December 2015, Secretary Hammack released her vision. (See Figure 3: Installations, Energy and Environment Strategy 2025 - Strategic Design). Her desired endstate or vision is to “enhance Army mission effectiveness and resilience in a prudent, efficient, and forward-thinking manner.”⁶⁸

The 2025 strategy is organized along three straightforward key business drivers (KBDs): Installations, Energy and Environment, and outlines 17 major objectives. The

plan also identifies four critical enablers that foster success across all KBDs: innovation, communication, resourcing, and performance assessment.

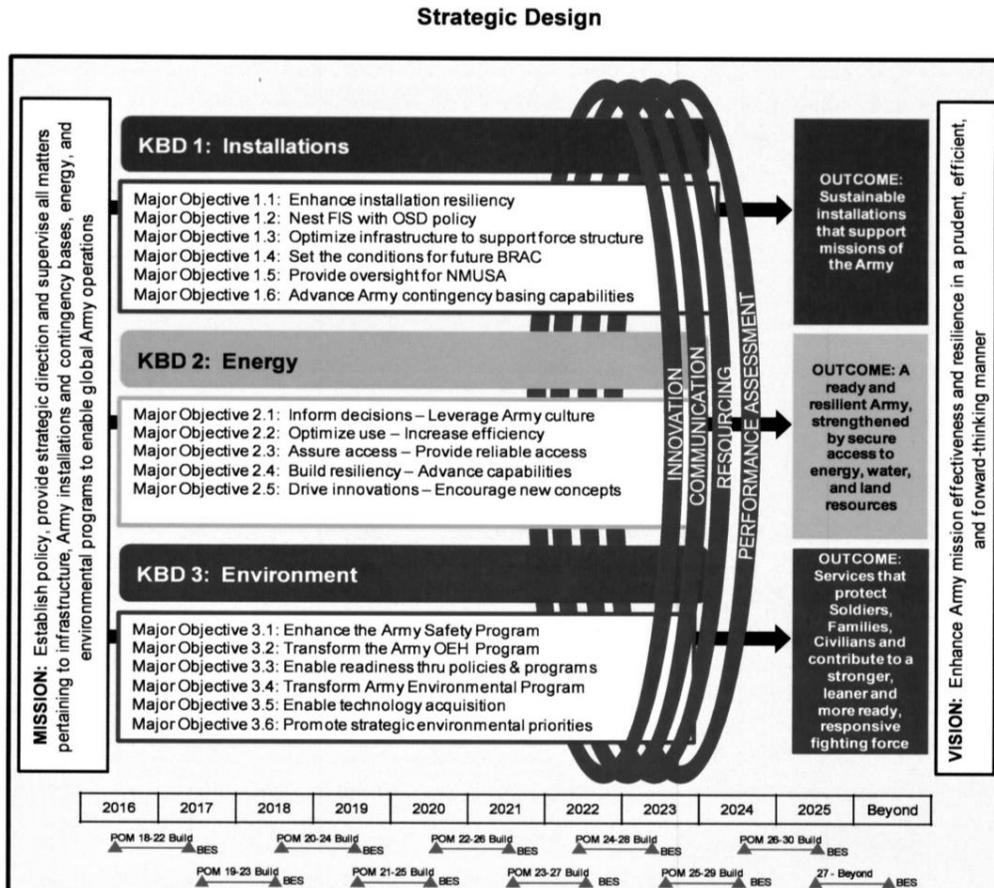


Figure 3. ASA (IE&E) Installation Strategy 2025 Design⁶⁹

Secretary Hammack’s strategy is textbook, deliberately nested with the Secretary of the Army and CSA’s 2014 memo titled “Force 2025 and Beyond – Setting the Course.”⁷⁰ Though the strategy document is relatively new, the ASA (IE&E)’s policy decisions and actions have been very consistent with her vision over the past several years. A timely strategy provides an opportunity for the entire installation community to assess alignment and initiate needed change efforts for organizational success.

A risk to the Secretary's vision is organizational turbulence and continued manpower reductions without commensurate reductions in tasks. Anecdotally, strategy is a headquarters function that changes with every passing of the guidon. IMCOM is in the process again of executing headquarters and Garrison redesign initiatives, facing significant manpower and funding reductions through fiscal year 2019. Meanwhile Installations have absorbed new tasks, such as 100% installation visitor background checks, passport responsibilities, and knowledge management initiatives, without commensurate resourcing to full fund these new requirements. Secretary Hammack admits, "Our mission has not changed fundamentally, but the resources to accomplish our mission have reduced significantly."⁷¹ Asking a resource-constrained organization experiencing "trickle down anxiety" to continue to do more with less is a challenge for any strategic leader, especially those responsible for installation management and support.

The vertical dimension highlights the organization's most important resource – its people. Employees provide the human energy that fuels the organizational organism and keeps it moving in a positive direction. In this arena, the Army has some work to do. Currently, the Army's employee engagement (E2) index as a whole is at 64%, below the President's goal of 67%.⁷² On 9 November 2015, the Assistant Secretary of the Army (Manpower and Reserve Affairs) released a memorandum introducing "New Beginnings," a "collaborative process focused on developing and implementing new personnel authorities by institutionalizing a culture of high performance through greater employee/supervisor communication and accountability, increased employee

engagement, transparent processes, and improved capabilities in recruiting, developing, and rewarding our workforce.”⁷³

While New Beginnings promises to provide the Installation management leaders with new tools to shape individual behavior through increased accountability and rewards, senior leaders do not need a new program to engage their employees. *The Work of Leaders* authors promote a simple concept of “building alignment through dialogue.”

True dialogue goes beyond a simple communication check. Skilled leaders use dialogue as an opportunity to give people a voice. By engaging the group and making others part of the conversation, you open the door to shared ownership and accountability. In short, you begin to build engagement.⁷⁴

Dialogue is both an art and a science. It is about humility and the realization that leaders at any level “do not have the monopoly on insight.” In reality, the people closer to the fight usually have the most practical, real-world knowledge, and history.⁷⁵ Research findings revealed that beyond the obvious answer of “better pay,” the factor most correlated with job satisfaction was “a chance to have my opinions heard and considered.”⁷⁶ Fortunately, in a resource-constrained and volatile environment, this is an activity that every leader can afford.⁷⁷

As a result of dialogue, higher headquarters can align its strategy to its employees through field-informed, tested, “shovel-ready,” and resourced solutions to the most pressing of customer, not headquarters, issues. Proactive initiatives such as staff assistance visits demonstrate that higher headquarters is engaged and informed. Through dialogue and environmental scanning, leaders are able to determine if they have the right strategy, at the right time, for the right results and adapt each element accordingly.

The Horizontal Dimension

IMCOM defines customers as “commands, organizations, and individuals to whom IMCOM currently provides services, including: Soldiers, Families, Civilians, Retirees, Veterans, Wounded Warriors, Survivors, visitors, and tenant organizations.”⁷⁸

Horizontal alignment “infuses the concerns of the customer into everything the organization does.”⁷⁹ It aligns processes with customers, and “a company’s actions with customers in ways that delight and create loyalty.”⁸⁰ Leaders ensure that “work processes are designed to deliver what internal and external customers want and the way they want it.”⁸¹ This is a tall task for installation management profession with such a large, prestigious, and active customer base.

One of IMA’s first tasks was to develop new Army Baseline Services standards and metrics to ensure delivery of its 95 base operations services to their customers’ satisfaction.⁸² Approved by the VCSA, IMA developed a performance management system known as Common Levels of Support (CLS).⁸³ The 37th CSA General Martin Dempsey said,

To ensure consistency and manage expectations across the Army, we will establish common levels of support at posts, camps, and stations...Within this focus area, we will identify the menu of activities that currently exist to support the Army Family, assess where there are gaps and redundancies, measure outcomes, prioritize programs and resource those programs producing the best result.⁸⁴

The Department of the Army uses a complementary database system known as the Installation Status Report (ISR). ISR “provides data for assessing key elements of an installation, virtual installation, site, base, or enclave at a specific point in time.”⁸⁵ ISR assists Army leaders “in making appropriate and responsible decisions required to sustain or improve the management of state or base facilities, natural infrastructure, and

services.”⁸⁶ Tactical systems to collect and portray metrics, such as CLS and ISR, help senior leaders set priorities and justify funding in a resource-constrained environment.⁸⁷ Where automation fails, Commanders have multiple avenues to engage and raise issues both within the automated system and through the both the installation and mission chains of command.

Although these decision support tools provide enormous value to strategic leaders and promote alignment, the threat is the quality of data that feeds them. In 2014, the Atlantic Region mobilized experts from each service delivery area or Communities of Practice (COP) to review and refine the metrics, requiring 100% Garrison Commander participation and validation. ACSIM continues to refine ISR metrics to align more closely with CLS where possible. But Garrisons are still challenged at the point of entry. Manpower cuts in area such as administrative technicians, master planning, real property management, and resource management threaten not only the validity of the data but also its analytical value at the strategic level.

To assess customer service, the installation management community has a number of very effective feedback mechanisms. The enterprise system is the Interactive Customer Evaluation (ICE) system. Tracked as a metric in CLS, Garrisons are also required to respond back to the individual (if requested) and to the chain of command in a timely manner. Garrison employees receive feedback during each and every customer encounter, whether via face-to-face interaction, email, social media sites, third party, or chain of command. Senior Commanders interact regularly with Senior

Installation Management officials. In general, the Army installation management community is attuned and responsive to its customers.

As defense budgets continue to decline, senior leaders of installation management activities will be faced with tough decisions that may result in the elimination or change of programs that their customers value. Social media and collaboration platforms such as Facebook and SharePoint, provide an opportunity for horizontal alignment by integrating internal stovepipes and opening clear channels between customers and the organizations who serve them.⁸⁸ Social media should be approached strategically and resourced accordingly.

Culture - The Secret Sauce

The right culture makes alignment and rapid realignment possible.⁸⁹ Lou Gerstner, CEO from IBM, is notoriously quoted as saying, "I came to see in my time at IBM that culture isn't one aspect of the game...it is the game."⁹⁰ He states,

I have a theory about how culture emerges and evolves in large institutions: Successful institutions almost always develop strong cultures that reinforce those elements that make the institution great. They reflect the environment from which they emerged. When that environment shifts, it is very hard for the culture to change. In fact, it becomes an enormous impediment to the institution's ability to adapt.⁹¹

Gerstner knew that culture change would take at least five years.⁹² He understood that he would have to lead the revolution and commit to thousands of hours of personal activity to pull off the change.⁹³

In the Army, five years is an eternity. Senior Commanders and Garrison Commanders habitually rotate every two years, resulting in potential annual leadership changes at most installations. While civilian employees provide stability in the installation management community, it is the responsibility of the commander to lead

change. Taught to assess their organizations in the first 90 days, Commander's typically realign current strategies to better suit their analysis and leadership style. While changes may not directly impact standing strategic documents, they almost always result in changes in priority. The danger in this cycle is organizational change fatigue, compounded in an era of declining resources.

Leaders should be sensitive to this phenomenon and include culture change as an integral component to planning efforts. Leaders map out strategic goals and identify the cultural attributes and metrics that will help drive the right behaviors.⁹⁴

In a recent article titled, "Creating the Conditions for Sustainable Innovation," researchers reveal:

Organizations must concentrate on the ways in which each level is uniquely endowed to drive innovation. Senior leaders are stewards of the culture. Mid-level leaders translate strategy into tactics. Frontline leaders are closest to the business, and will likely hear about trends first. Individual contributors are both a source for ideas, and for execution. Despite our growing understanding of processes, many companies continue to look at activities individually and try to improve them in isolation, without considering their connections to the rest of the business. The goal must be to eliminate unnecessary boundaries or connections between different activities and eliminate unnecessary steps.⁹⁵

As cultural stewards, senior leaders are challenged with the negative attributes of fear and risk avoidance that have crept into the installation management culture at all levels. To stimulate innovation and creative ideas, it is necessary for leaders to replace fear and risk avoidance with trust and confidence to best serve the Total Army today and into the future.

Findings and Recommendation

Alignment is not a new concept for Army leaders adept at nesting. However, Labovitz and Rosansky's alignment framework opens the alignment aperture and

provides a more comprehensive look into the dynamic relationships that impact organizational performance.

Within the Army installation management community, this framework is useful as both a diagnostic tool and a strategic thinking competency. The key is to focus on the main thing and continually think about how strategy, processes, people, and customers should be adjusted to achieve the main thing.⁹⁶ Alignment professionals continuously ask the following fundamental questions:

- How aligned is your company or work group?
- Is the main thing clear?
- Has strategic intent been translated into work that people have been trained and rewarded to do?
- Are core processes designed to deliver what the customer currently wants?⁹⁷

It is the role of the Strategic leader to create a shared strategic vision and develop a deployment plan to translate the strategic plan into action.⁹⁸ A clear vision is broken down into “practical activities that employees can engage with and are capable of performing.”⁹⁹ Senior leader should employ social media methods and knowledge management platforms to facilitate real-time communication and promulgate information where and when it is needed and eliminate duplicative efforts.

Next, Leaders strive to personally drive continuous process improvements. The installation community should continue ongoing efforts to collectively refine CLS and ISR metrics and automated system to eliminate redundancies and provide value at every level, from the Garrison Directorate to Congress. It is the duty of service delivery experts to collaboratively map out and redesign key processes to align organizational

work with the strategic vision and priorities.¹⁰⁰ And Leaders should resource data entry points as robustly as they resource higher headquarters analysts functions.

Finally, leaders must patiently and systematically align the organizational culture to support the strategic vision.¹⁰¹ Senior leaders will become cultural architects, using performance metrics and reward systems to reinforce desired behavior change. Decision makers should strive to limit organizational restructuring and manpower reductions as a first step, instead fostering creative ways to operate and rebuilding trust and confidence in a change-weary workforce.

Conclusion

Commercial and government organizations compete in different ways within their domains. Government agencies provide services to a broad client base (units, citizens, other government and non-government partners, etc.), while corporations are competing primarily for market share. Strategies between government and business also differ, but in the end both have a “Main Thing” and seek competitive advantage to retain a flow of resources and sustain a competitive advantage.¹⁰² Alignment is a comprehensive way of thinking through the relationships between an organization’s key elements to ensure they are working at optimal performance to achieve the leaders’ vision through targeted change.

True, the installation management community cannot achieve the efficiencies of scale it desires without authorization from Congress – typically executed through Base Realignment and Closure (BRAC) authority. Secretary Hammack testified that “without a BRAC and the realized cost-savings, the only alternative is to make up for shortages in base funding by increasing risk in readiness.”¹⁰³

But as Congress continues to deny BRAC authority, the installation management community cannot sit idle. The recent release of the ASA (IE&E)'s Strategy 2025 provides a timely opportunity for senior leaders to unleash the power of alignment and achieve optimal effectiveness and efficiencies within the current environmental and budgetary constraints. Labovitz and Rosansky's alignment framework provides a proven and tested point of departure to stimulate critical and creative thinking. Active leadership to holistically align and realign the installation management community will deliberately position a ready Army to achieve its mission when called to "win in this complex world."¹⁰⁴

Endnotes

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