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Command Policy

STRATEGY MANAGEMENT

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This instruction implements AFPD 90-11, *Strategic Planning System*, 26 March 2009. It defines the AETC Strategy Management program and clarifies roles and responsibilities. This instruction applies to all AETC strategy management participants and leaders. It does not apply to the Air Force Reserve Command or Air National Guard (ANG). Paragraph 3.4.6 of this instruction, however, does apply to AETC-gained ANG units and members. Submit suggestions or recommendations for changes on AF Form 847, *Recommendation for Change of Publication*, to HQ AETC/A8PS, 100 H Street E, Suite 3, Randolph AFB TX 78150-4330. Ensure all records created as a result of processes prescribed in this instruction are maintained in accordance with (IAW) AFMAN 33-363, *Management of Records*, and disposed of IAW the Air Force Records Disposition Schedule (RDS) located at <https://www.my.af.mil/gcss-af61a/afrims/afrims/>.

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Chapter 1

AETC STRATEGY MANAGEMENT OVERVIEW

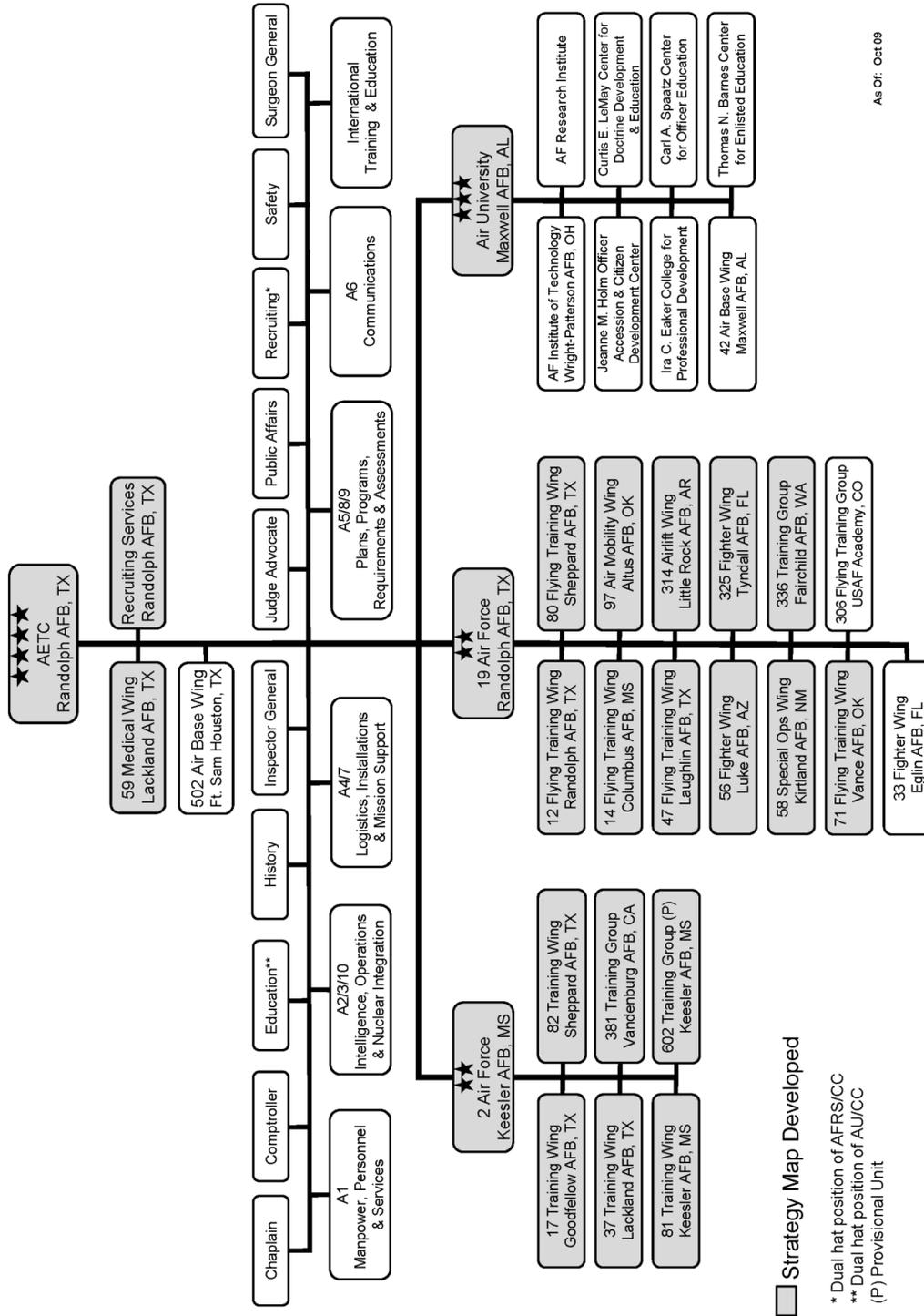
1.1. Introduction. AETC uses the balanced scorecard (BSC) process to manage its strategy execution program. The BSC is a strategy management process using a disciplined framework to help organizations establish, communicate, execute and track strategy. The goal of the strategy management process is to efficiently and effectively identify those key areas that warrant senior leadership visibility, monitoring and/or decision authority. The process itself must be a value added tool in the strategic outlook of the respective areas captures; maintaining flexibility and a mindfulness of the evolving communities that it serves. AETC used the BSC construct to develop the initial headquarters-level strategy map in the fall of 2005. The AETC Strategy Map and supporting documentation depict where the command is, where it wants to be and how it plans to get there. Air University (AU), 2 AF, 19 AF, and Air Force Recruiting Service (AFRS) have also developed cascaded strategy maps aligned with the command strategy map. In addition, strategy maps were cascaded to 15 of the command's wings and 3 independent groups (see units highlighted in gray, **Figure 1.1**).

1.2. Overview:

1.2.1. The AETC strategy map is based on the command strategic plan. While both documents include strategic objectives, the strategy map and BSC process provide short-term direction, guidance and progress assessment. This approach helps ensure the command executes a unified strategy in support of its diverse recruiting, training, and education mission. Strategy maps alone do not produce desired results. Robust, on-going governance is required for all strategic execution elements to come together. A governance process that includes regular strategy reviews provides senior leaders with analytical insight, and enables them to effectively prioritize and allocate resources.

1.2.2. AETC strategy maps have four distinct perspectives: vision and mission, mission impact, operational drivers, and develop and support our people. Organizational strategy maps, using a balanced set of interrelated objectives and performance measures, are critical to successful strategy management programs. Objectives declare what must be accomplished in each perspective to execute strategy and the mission successfully. AETC Airmen must strive for continuous improvement of processes associated with each objective. Each perspective and objective represents an important factor in establishing strategic cause and effect relationships throughout the map. Strategy map objectives should not be viewed in isolation, but rather as interconnected pathways that help the command move toward its ultimate vision.

Figure 1.1. AETC Organizational Chart.



□ Strategy Map Developed

* Dual hat position of AFRS/CC
 ** Dual hat position of AU/CC
 (P) Provisional Unit

As Of: Oct 09

Chapter 2

STRATEGY MANAGEMENT GOVERNANCE

2.1. Corporate Process. HQ AETC uses its corporate process to provide strategy management oversight. Specifically, this oversight is conducted through the AETC Strategy Map Committee (SMC), the Strategy Review Board and the Strategy Review Council structure. The corporate process is designed to increase management effectiveness and improve cross-functional decisionmaking. It provides a forum where senior leaders can apply their collective judgment and experience to improve major programs, objectives, and issues.

2.1.1. Strategy Review Council. The AETC Strategy Review Council has decisionmaking authority on issues submitted by the AETC Strategy Review Board. The AETC Commander (CC) normally chairs the council, which determines the final command position on issues presented. Voting members are restricted to the incumbents from these HQ AETC offices: A1, A2/3/10, A4/7, A5/8/9, A6, ED (AU/CC), RS (AFRS/CC), FM, HC, IA, IG, JA, PA, SE, and SG; and from 2 AF/CC and 19 AF/CC. The HQ AETC/HO, Air National Guard advisor to the commander (CG), and Air Force Reserve Command advisor to the commander (RF) may also attend, as desired, but not as voting members. When the council addresses topics concerning the Air Force Reserve components, the respective component's advisor (CG or RF) may then attend as a voting member.

2.1.2. Strategy Review Board. The Strategy Review Board provides director or special staff level review of strategy issues. Topics presented to the board should be limited to those requiring corporate consideration and resolution. The board shapes and refines proposals, issues, and decisions prior to presentation to the council. In addition, the board has decision-making authority over issues submitted by the SMC. The HQ AETC/A5/8/9 director chairs the AETC Strategy Review Board. Board members include command deputy directors and numbered Air Force (NAF) CVs. Others will attend by invitation of board members. Voting is restricted to the incumbent from these HQ AETC offices: A1, A2/3/10, A4/7, A5/8/9, A6, ED (AU/A5/8), RS (AFRS/CV), FM, HC, IA, IG, JA, PA, SE, and SG; and from 2 AF/CV and 19 AF/CV. When the board is addressing topics concerning the Air Force Reserve components, the respective component's advisor (CG or RF) may attend as a voting member. The HO may also attend, if desired.

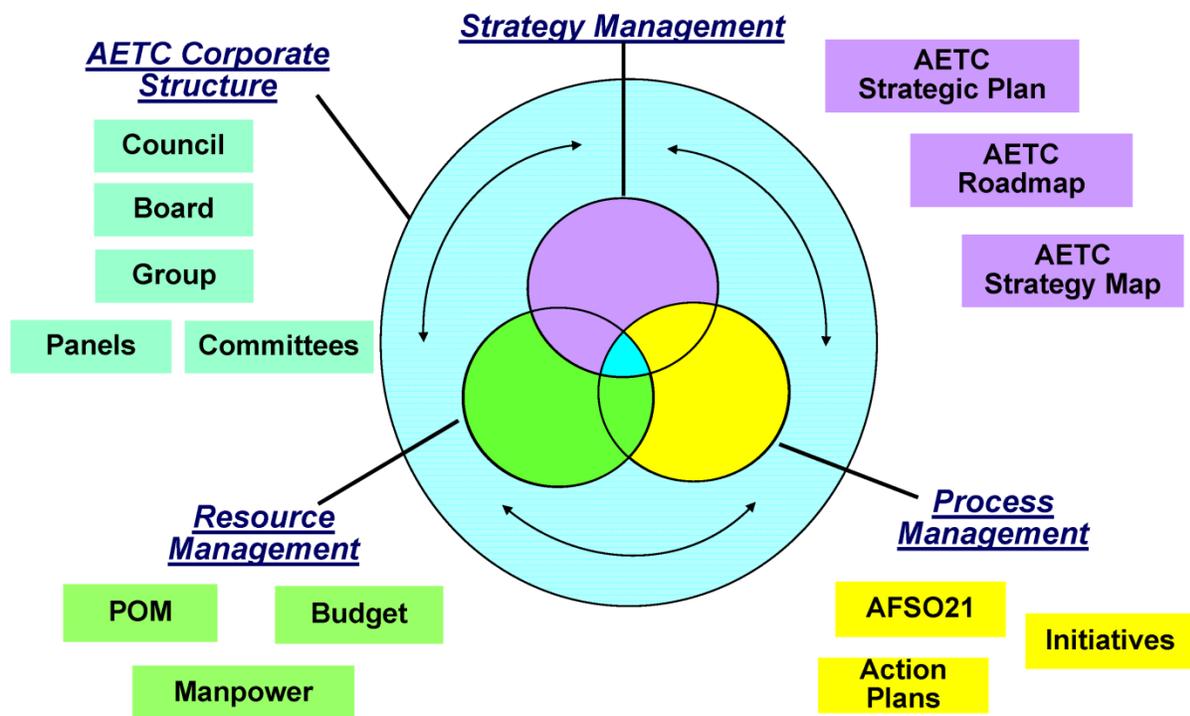
2.1.3. Strategy Map Committee (SMC). The SMC is the initial point of entry for strategy management issues requiring board or council attention. The SMC reviews and prioritizes issues, and develops options for presentation to the board. The HQ AETC/A8PS branch chief chairs the committee. Primary committee members include action officers from these HQ AETC offices: A1, A2/3/10, A4/7, A6, ED (AU/A5/8X), FM, IA, PA, RS, SE, and SG; and from 2 AF and 19 AF. Committee meetings convene as needed.

2.2. Battle Rhythm. Regularly scheduled strategy reviews are used to assess command strategy execution progress. In order to achieve strategic synergy throughout the command, the AETC/CC directed all subordinate units also conduct quarterly strategy reviews. Headquarters strategy reviews are scheduled for the month following quarter closeout. NAFs, AU, and AFRS will conduct strategy reviews approximately one week prior to the headquarters review. Wing and independent group commanders will participate in all NAF reviews, and will conduct

wing/group reviews before NAF strategy reviews. Organizations will elevate unresolved strategic issues to higher headquarters for resolution through the review process. HQ AETC and its subordinate units will hold biennial strategy workshops to validate their respective strategy maps and ensure continued alignment with higher headquarters' strategic intent.

2.3. Business Process Integration. The AETC strategy management process links performance measurement to strategic objectives, and in turn to resource allocation (see **Figure 2.1**). Using this process, performance gaps are proactively addressed and managed through the AETC corporate process, which oversees the various resource need requests and resource allocation processes. This ensures leadership involvement in continuous process improvement initiatives, and links initiatives designed to close strategic performance gaps to the strategic plan, internal execution processes, and resource allocation.

Figure 2.1. AETC Business Process Integration.

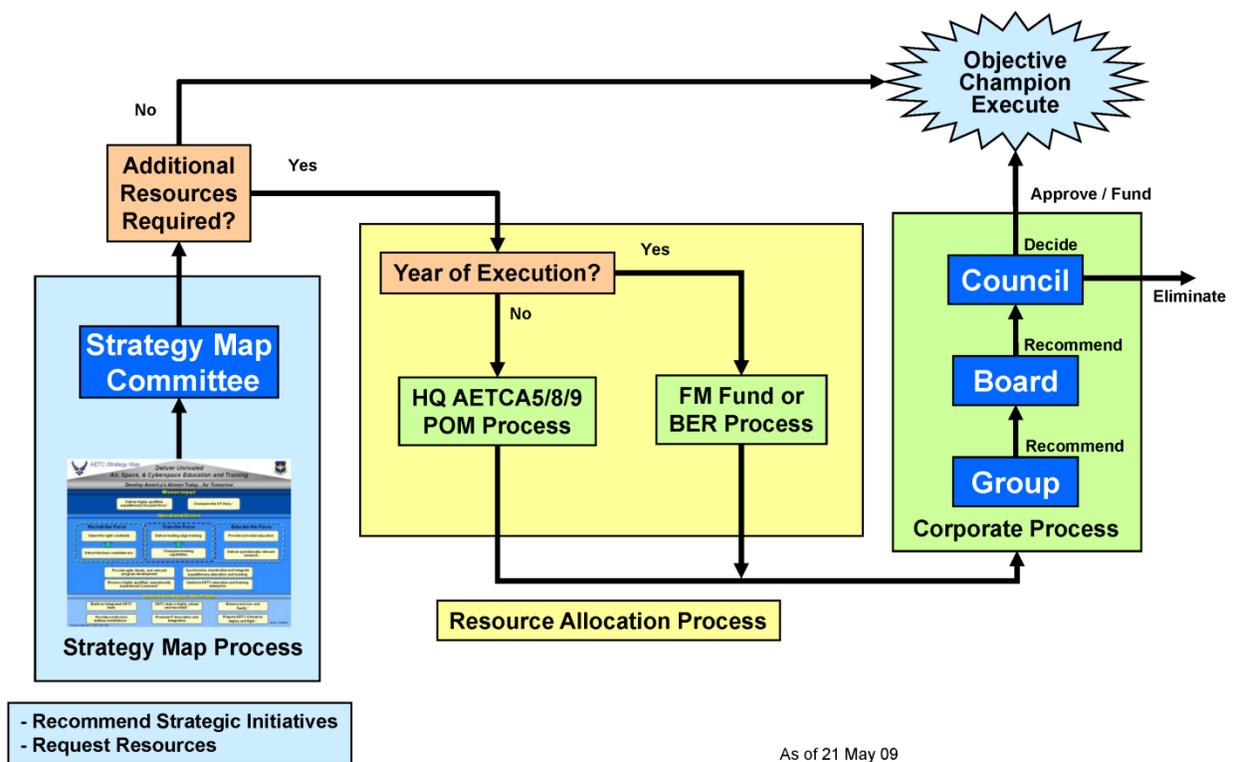


2.3.1. Initiatives. Initiatives may be generated from various sources. Typically, strategic initiatives are long-range actions derived from higher headquarters planning guidance and outlined in the command strategic plan. These initiatives usually require significant funding or manpower resources to achieve the intended results. These long-range resource requests are prioritized through the program objective memorandum (POM) process, managed by HQ AETC/A8PP. Initiatives may also be proposed out of the strategic plan cycle, through the strategy management process. Normally, these initiatives are shorter-term actions identified as a result of monitoring strategy map performance measurements. Initiatives identified through the strategy management process may or may not require funding and/or manpower (see **Figure 2.2**).

2.3.2. Air Force Smart Operations for the 21st Century (AFSO21). Initiatives can also be generated using an AFSO21 rapid improvement event (RIE) to address performance gaps

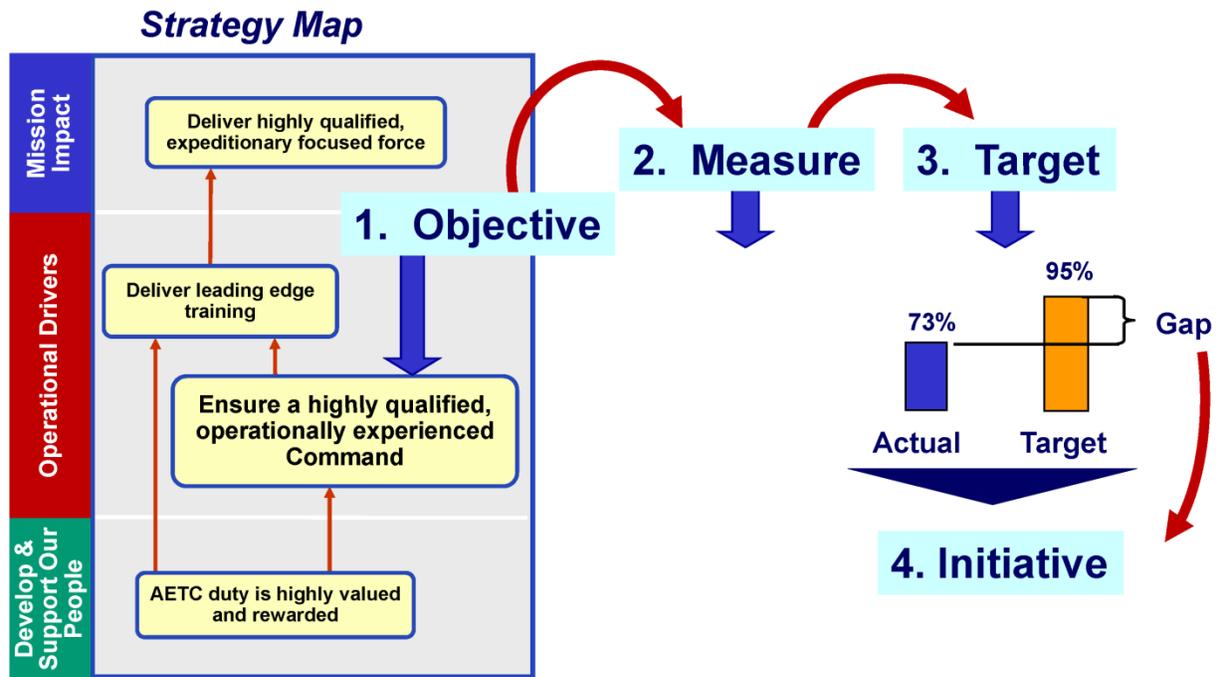
on a strategy map. An RIE is a short-term, high-intensity effort to address a specific process problem using the Air Force eight-step problem solving process. The eight-step process is a structured, systematic approach to identify and eliminate waste by using baseline performance measures, current and future end-state maps, and key metrics to help develop an action plan. RIEs are sometimes identified during value stream mapping or enterprise value stream mapping. RIEs are typically no/low-cost propositions, although resulting action plans may require resources. Strategy management generated initiatives that require resources outside the POM process must compete for resources in the current budget execution year and enter competition through the budget execution report (BER) process managed by HQ AETC/FM.

Figure 2.2. AETC Initiative Process.



2.4. Strategy Review Process. Periodic strategy reviews assess how well an organization is executing its strategy. Measures indicate how well an organization is doing on strategic objectives (see Figure 2.3). Gaps between performance and desired targets drive initiative development.

Figure 2.3. Strategy Analysis.



2.4.1. **Strategic Objectives.** The first step in running an effective strategy management program is to establish meaningful objectives. Objectives are manageable, single focus components that drive long-term strategic success. They focus on “what,” not “how.” Good objective statements are concise, easy to understand, memorable, inspirational, and promote strategic direction.

2.4.1.1. Objective champions are responsible for managing strategic objectives. Any objective statement or description changes must be approved through the AETC corporate process.

2.4.1.2. To ensure command wide execution, AETC subordinate unit strategy maps will align with specific objectives on the HQ AETC Strategy Map. Aligned objective wording does not have to be exact, but the intent of the objective will be the same. Aligned objectives are primarily in the mission impact and develop and support our people perspectives.

2.4.2. **Strategic Measures.** Measures are essential to the strategic planning and execution process. A strategic measure is a quantitative means of assessing an organization’s performance on achieving an objective. A measure is strategic if it communicates the intent of the strategic objective and reflects how performance desired results will be achieved. AETC uses a two-tiered approach.

2.4.2.1. Tier 1 represents enduring measures, long term and enterprise-like in nature. Any enduring measure change requires AETC corporate approval. In addition, proposed changes to a measure’s spotlight criteria must go through the AETC corporate process.

2.4.2.2. Tier 2 represents short term measures based on initiatives, projects or special interest items the objective champion chooses to track. Tier 2 measure changes do not

require AETC corporate approval. However, changes to Tier 2 measures used to compute Tier 1 measures require AETC corporate approval.

2.4.2.3. As with aligned objectives (see **paragraph** 2.4.1.2), AETC subordinate units must align with specific measures on the HQ AETC Strategy Map. Aligned measures can support any objective on a subordinate unit strategy map. Subordinate units may have more measures than those required for objective alignment.

2.4.3. **Targets.** Targets are quantitative performance expectations for assessing relative success. Stretch targets, or goals beyond the standard target, are highly encouraged. Objective champions will use stretch targets to motivate the workforce and encourage continuous process improvement efforts. Good stretch targets are set to a value that is not historically or easily attained.

2.4.4. **Initiatives.** Initiatives are the product of a good strategy management program. They represent efforts beyond core processes or “business as usual,” and are designed to change the performance level of an objective.

2.5. Units Without Strategy Maps. Some organizations within AETC are not required to develop cascaded strategy maps. Those units must align under their parent organization strategy management efforts.

2.5.1. Subordinate units shall review and comprehend all the strategic objectives on the parent organization strategy map.

2.5.2. Unit senior leaders will examine organization roles and responsibilities, and align them against specific strategic objectives on the parent organization strategy map. It is not necessary to align with all parent organization strategic objectives.

2.5.3. Once specific strategic objectives have been identified for alignment, subordinate units must develop meaningful measures. Since strategic measures on the parent organization strategy map may not be applicable, subordinate unit measures may vary.

2.5.4. Subordinate units must conduct periodic reviews prior to the parent organization’s scheduled strategy review. Issues requiring higher-level visibility or assistance may be discussed in the parent organization’s strategy review meeting.

Chapter 3

DUTIES AND RESPONSIBILITIES

3.1. AETC Commander:

- 3.1.1. Articulates AETC mission and vision, establishes priorities, and directs command strategy map and strategic objective development.
- 3.1.2. Appoints objective champions.
- 3.1.3. Chairs the AETC Strategy Review Council.
- 3.1.4. Reviews and approves council minutes.
- 3.1.5. Ensures communication of strategic objectives through various forums (e.g., commander's calls, AETC commanders' conferences, unit visits).

3.2. Director of Plans, Programs, Requirements and Assessments (HQ AETC/A5/8/9):

- 3.2.1. Manages AETC strategy management program execution.
- 3.2.2. Chairs the AETC Strategy Review Board.
- 3.2.3. Reviews and approves board minutes.

3.3. Strategy Oversight Branch (HQ AETC/A8PS):

- 3.3.1. Reviews Air Force planning guidance to determine applicability to AETC strategy management program.
- 3.3.2. Manages governance of HQ AETC strategy reviews.
 - 3.3.2.1. Coordinates board and council strategy review dates with AETC corporate structure secretariat.
 - 3.3.2.2. Staffs actions associated with the strategy reviews (e.g., call for slides, procedural changes, strategy review input consolidation, read-ahead publication).
 - 3.3.2.3. Provides objective champions with subject matter expertise to help develop and present strategic objectives, measures, and initiatives.
 - 3.3.2.4. Prebriefs HQ AETC/A5/8/9 and HQ AETC/CC on strategy reviews as required.
 - 3.3.2.5. Facilitates board and council strategy reviews.
 - 3.3.2.6. Conducts post-council action officer (AO) meetings.
 - 3.3.2.7. Prepares board and council strategy review minutes.
 - 3.3.2.8. With AETC/CC approval, schedules and facilitates biennial strategy workshops. Workshops should be scheduled following publication of the biennial AETC Strategic Plan.
- 3.3.3. Oversees strategy management execution for subordinate units.
 - 3.3.3.1. Provides subordinate units with strategy management subject matter expertise.

3.3.3.2. Conducts cascading events to develop strategy maps for subordinate units; provides senior leader and AO orientation and training as required; conducts interviews; develops draft unit strategy map; facilitates strategy map workshop.

3.3.3.3. Participates in and provides feedback on strategy reviews, as requested.

3.3.3.4. Identifies and provides subordinate units with HQ AETC aligned objectives and measures.

3.3.4. Collaborates and communicates strategy management efforts.

3.3.4.1. Maintains the command community of practice (CoP) and SharePoint websites to consolidate and disseminate strategy management information. Provides SharePoint training, which is critical for strategy management collaboration.

3.3.4.2. Conducts strategy awareness and orientation briefings for headquarters senior leaders and incoming staff.

3.3.4.3. Produces quarterly strategy management newsletters.

3.3.5. Chairs the SMC.

3.4. Cascaded Unit Commander:

3.4.1. Articulates unit mission and vision, establishes priorities, and directs unit strategy map development.

3.4.2. Appoints objective champions.

3.4.3. Chairs unit strategy review.

3.4.4. Communicates strategic objectives through various forums.

3.4.5. Assigns an office of primary responsibility (OPR) to manage the unit strategy management program.

3.4.6. Participates in the higher headquarters strategy reviews. **Note:** AETC-gained ANG units participate in their respective NAF strategy reviews.

3.4.7. Ensures unit strategy map includes HQ AETC aligned objectives and measures.

3.4.8. NAF/CCs and AU/CC oversee subordinate unit strategy management efforts.

3.5. Objective Champion:

3.5.1. Manages assigned strategic objective and its definition; develops and proposes specific measure(s), including targets and stoplight criteria, required to support the assigned strategic objective.

3.5.2. Leads cross functional teams in resolving issues or concerns that affect strategic objectives.

3.5.3. Collects and analyzes data.

3.5.4. Develops and executes initiatives; documents pertinent resource, task and milestone information.

3.5.5. Prepares strategy review slides for assigned objectives.

3.5.6. Briefs objective status at strategy reviews.

3.6. Cascaded Unit OPR:

3.6.1. Manages unit strategy review governance.

3.6.1.1. Coordinates strategy review dates with the unit commander.

3.6.1.2. Staffs actions associated with strategy reviews (e.g., calls for slides, staffs procedural changes, consolidates strategy review input, publishes read-aheads).

3.6.1.3. Provides objective champions with subject matter expertise and training on strategic objective, measure and initiative development and presentation.

3.6.1.4. Facilitates unit strategy reviews.

3.6.1.5. With unit commander approval, schedules and facilitates biennial strategy workshops. Ideally, workshop schedules should be driven by unit change of command.

3.6.2. Coordinates unit strategy management efforts.

3.6.2.1. Provides headquarters and subordinate units with strategy review schedule.

3.6.2.2. Provides copies of strategy management documentation (strategy review briefings, measures worksheets and strategy maps) to HQ AETC/A8PS and higher headquarters, when appropriate.

3.6.3. When applicable, maintains unit CoP and SharePoint websites to consolidate and disseminate strategy management information.

3.6.4. Provides general strategy awareness training and senior leader orientation for internal organizations.

3.7. Action Officer (AO):

3.7.1. Manages objective champion strategy review inputs.

3.7.2. Provides strategy management documentation to cascaded unit OPRs. HQ AETC AOs provide documentation to HQ AETC/A8PS.

3.7.3. Coordinates strategy management efforts with internal and external personnel.

3.7.4. Attends strategy management meetings, as required.

3.8. Adopted Forms.

AF Form 847, *Recommendation for Change of Publication*

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Director of Plans, Programs, Requirements,
and Assessments

Attachment 1

GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

References

AFPD 90-1, *Policy Formulation*, 8 August 2003
AFPD 90-11, *Strategic Planning System*, 26 March 2009
AETCI 90-104, *AETC Planning Process*, 3 May 2007
AFPD 16-5, *Planning, Programming, and Budgeting System*, 29 July 1994
AFMAN 33-363, *Management of Records*, 1 March 2008
AETCI 16-501, *HQ AETC Corporate Structure*, 31 July 2006

Abbreviations and Acronyms

AF—2d Air Force
AF—19th Air Force
A1—Directorate of Manpower, Personnel and Services
A2/3/10—Directorate of Intelligence, Operations, and Nuclear Integration
A4/7—Directorate of Logistics, Installations, and Mission Support
A5/8/9—Directorate of Plans, Programs, Requirements and Assessments
A6—Communications Directorate
AETC—Air Education and Training Command
AFRS—Air Force Recruiting Service
AFSO21—Air Force Smart Operations for the 21st Century
ANG—Air National Guard
AO—action officer
AU—Air University
BER—budget execution report
BSC—balanced scorecard
CC—commander
CG—Air National Guard advisor to the commander
CoP—community of practice
CV—vice commander
ED—Education Directorate
FM—Financial Management & Comptroller
HC—Command Chaplain

HO—Office of History and Research

HQ—Headquarters

IA—Directorate of International Training and Education

IG—Office of the Inspector General

JA—Staff Judge Advocate

NAF—numbered Air Force

OPR—office of primary responsibility

PA—Staff Public Affairs

POM—program objective memorandum

RF—Air Force Reserve Command advisor to the commander

RIE—rapid improvement event

RS—Directorate of Recruiting Service

SE—Directorate of Safety

SG—Office of the Command Surgeon

SMC—Strategy Map Committee

Terms

Action Officer (AO)—Person who takes the lead on a tasking within a directorate. An AO must be assigned for each office of primary responsibility. The AO is responsible for task completion.

Action Plan—Overall “get well” plan that addresses how an organization will achieve an objective’s intended results. Action plans may include initiatives and activities.

Balanced Scorecard—Tool that translates an organization's mission and strategy into a comprehensive set of performance measures, providing the framework for a strategic measurement and management system.

Cascading—Process of developing aligned strategy maps and scorecards throughout the command. Each level of the command, including the headquarters, will develop maps and scorecards based on the objectives and measures they can influence from the group to which they report.

Corporate Process—Review process composed of several formal executive groups chartered to develop command positions on key issues. The structure is designed to increase management effectiveness and improve cross-functional decision making by providing a forum in which senior leaders can apply collective judgment and experience to major programs, objectives, and issues.

Governance—Process to establish accountability for strategic performance. Governance also defines the strategy execution review and follow through processes.

Initiatives—Key action programs developed to achieve objectives or close gaps between measures performance and targets. Initiatives are often projects, actions, or activities. They

usually have stated boundaries (beginning and end), a person/team assigned to accomplish them, a budget, and are linked to strategic objectives and measures.

Measure or metric—Quantitative means of assessing organization performance against an objective. Measures also communicate the true intent of an objective.

Mission—Fundamental reason for being; purpose of the organization, and why it exists beyond present day operations. Often established by stakeholders and could be unchanging for 20 to 100 years. AETC mission statement: Develop America's Airmen Today...for Tomorrow.

Objective—Manageable, single focus component of a strategy. Concise statement articulating a specific component of what the strategy must achieve/what is critical to its success. Objectives are short, action-verb phrases that provide focus.

Organization of Primary Responsibility (OPR)—Directorate responsible for preparing, coordinating and monitoring correspondence progress, and ensuring tasks are completed. This is a beginning-to-end responsibility.

Perspective—Set of viewpoints (usually four) to a strategy, represented by key strategy constituents/stakeholders. Viewed horizontally, each perspective represents the set of objectives desired by a particular stakeholder (financial, customer, internal process, learning and growth/employees). The perspectives, when taken together, permit a complete view of the strategy and tell its story in a clearly understandable framework. **Note:** On the AETC strategy map, the financial perspective was replaced with mission.

Point of Contact (POC)—Individual designated by the OPR to meet all OPR responsibilities. POC and OPR are often used interchangeably, but the organization of primary responsibility retains ultimate accountability.

Process—Work in sequence that, in the customer's opinion, adds value to a product, information or service.

Strategy—Focused set of priorities that, when achieved, guide an organization toward its vision. Strategy is the centerpiece of strategic governance.

Strategic Governance—Process for assessing the review and follow-through in achieving strategic performance which includes leadership accountability, decision-making constructs, and strategy change process.

Strategy Management—Process by which strategy is defined, governed, and communicated, and by which the organization is aligned to the strategy.

Strategy Map—Visual representation of an organization's strategy and the processes and systems necessary to implement that strategy. A strategy map will show employees how their jobs are linked to the organization's overall objectives.

Strategic Plan—Product that articulates an organization's mission, vision, priorities, goals, and objectives in a single statement of strategic intent.

Strategic Planning—Systematically evaluating the nature and direction of the strategic environment, identifying long-term goals and objectives, and developing strategies to reach the goals and objectives to support resource allocation; embraces capabilities-based methodology and performance planning, and covers near-, mid-, and long-term planning horizons, as determined by the needs of the specific organization.

Strategy Review—Corporate meeting held regularly to review progress toward accomplishing strategy map objectives.

Target—Performance expectation for a measure.

Theme—Grouping or cluster of objectives around a common area; may span all multiple perspectives.

Values—Set of organizational beliefs that influence every decision; beliefs that organizations would prefer to go out of business before abandoning.

Vision—Mental image of the future, including how to approach the customer and satisfy the mission, how services are delivered, how to organize and manage people and other resources. Vision is time bound and can be quantitative or qualitative.

Vision Statement—Statement that captures the fundamental vision motivation; specific in terms of the future state and the time frame. AETC vision statement: Deliver unrivaled air, space, and cyberspace education and training.