



# **STRATCOM**

## **Force of the Future:**

### **A Change**

## **Management Project**

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**U.S. Strategic Command**  
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# THREE OBJECTIVES

- 1. Background on U.S. Strategic Command**
- 2. Conducting Analysis to Define the problem**
- 3. Developing Action Plans**

UNITED STATES STRATEGIC COMMAND

# USSTRATCOM



## GENERAL JOHN E. HYTEN

COMMANDER, UNITED STATES STRATEGIC COMMAND

PEACE IS OUR PROFESSION





# PEACE IS OUR PROFESSION

## *YESTERDAY AND TODAY*



1946



1961



1992



2002



TODAY





# MISSION AND VISION

## MISSION

USSTRATCOM EMPLOYS TAILORED NUCLEAR, CYBER, SPACE, GLOBAL STRIKE, JOINT ELECTRONIC WARFARE, MISSILE DEFENSE, AND INTELLIGENCE CAPABILITIES TO DETER AGGRESSION, DECISIVELY RESPOND IF DETERRENCE FAILS, ASSURE ALLIES, SHAPE ADVERSARY BEHAVIOR, DEFEAT TERROR, AND DEFINE THE FORCE OF THE FUTURE



## VISION

ONE USSTRATCOM TEAM — AN INNOVATIVE JOINT MILITARY AND CIVILIAN TEAM FIGHTING AND DELIVERING INTEGRATED MULTI-DOMAIN COMBAT EFFECTS ACROSS THE GLOBE, IN SPACE, AND CYBERSPACE, WHEREVER AND WHENEVER NEEDED

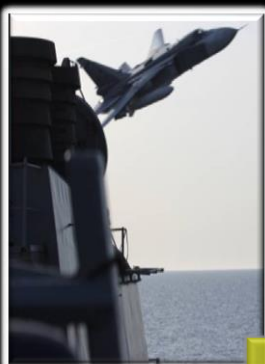
# PEACE IS OUR PROFESSION







# STRATEGIC & SECURITY ENVIRONMENT



RUSSIA



CHINA



VEOs



NORTH KOREA



IRAN







# DETER – ASSURE – DEFEAT



SPACE OPERATIONS



NUCLEAR OPERATIONS



CYBERSPACE OPERATIONS



JOINT  
ELECTRONIC  
WARFARE



INTEGRATED  
MISSILE DEFENSE



INTELLIGENCE



GLOBAL  
STRIKE

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# PRIORITY ONE



ABOVE ALL ELSE WE WILL PROVIDE  
**STRATEGIC  
DETERRENCE**



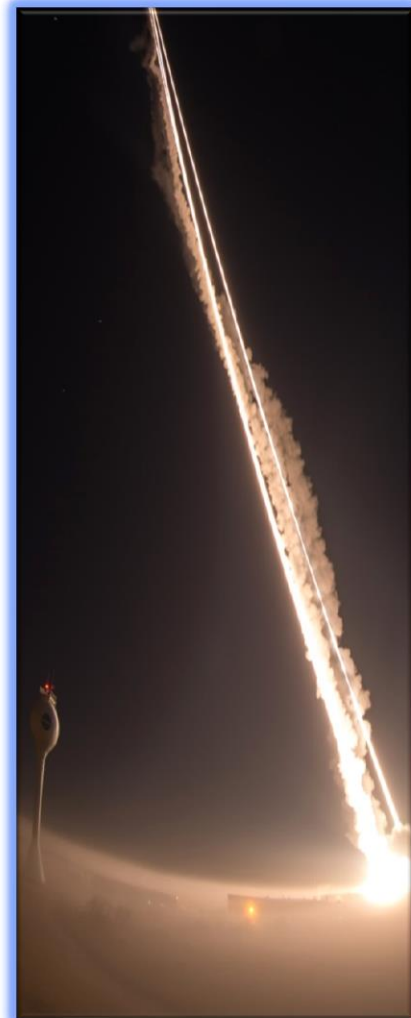




# PRIORITY TWO

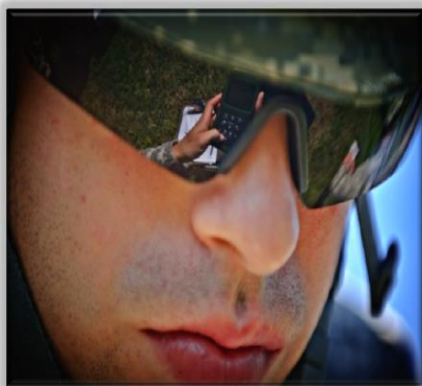


IF DETERRENCE FAILS, WE ARE PREPARED TO DELIVER  
A DECISIVE RESPONSE





# PRIORITY THREE



WE WILL ENSURE OUR FORCES ARE  
**RESILIENT, EQUIPPED, TRAINED, AND READY**







# Employee Engagement Focus

**Employee Engagement is “the employee’s sense of purpose evident in their display of dedication, persistence, and effort in their work or overall attachment to their organization and its mission.”**



# What can we do to improve USSTRATCOM?

So Far...

- GS 11/12 Town Hall
- Focus Groups
- Climate Survey Summary
- Commander's Calls

Today: Three-quarters of the command think we are OK.

Present: We identified symptoms:

- ~80 issues organized into 8 bins
- Perceptions vs. Realities
- Individual concerns vs. organizational concerns

**Be the "Go To"**  
**Organization for Strategic**  
**Deterrence Thinking,**  
**Planning, and Operations**

***STRATCOM***  
***Force of the Future***

Over time, USSTRATCOM needs to address:

- The three-quarters who think we are OK today may be "change averse"
- Continuing advances in technology (ITCC II)
- Shift from Industrial Age to Information Age
- Anticipated civilian retirements
- Move to the C2F
- Sequestration/manpower reduction

Addressed today, these can all be opportunities.





# The Change Model...

## Eight Steps To Successful Change - John Kotter

**Implementing &  
sustaining for  
change**

**8. Make it stick**

**7. Build on the change**

**6. Create quick wins**

**Engaging &  
enabling the  
organisation**

**5. Empower action**

**4. Communicate the vision**

**3. Create a vision for change**

**Creating the  
climate for  
change**

**2. Form a powerful coalition**

**1. Create urgency**



# Analysis...

**Informal Feedback**  
**Data Collection**  
**Reporting Results!**







# Earning Buy-In...

**Credibility**

**Trust**

**Taking Action**

**Innovation and Creativity**

**Value over Cost**





# Communication...

**Change Agents, Fence Sitters, and Active Resisters**  
**Vibe Project**  
**Transition Campaign**  
**Training, Education, and Professional Development**  
**Learning Center**



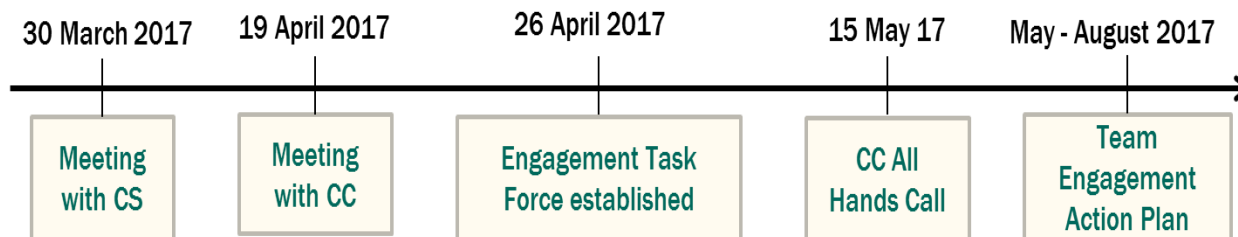


# Action Plans

**Team Engagement Task Force made up of 40 individuals from all directorates began working together in April 2017.**

**The Task Force has examined problems and recommended solutions relating to overlapping lines of effort:**

- **Shaping Culture**
- **Building Trust**
- **Managing Talent**
- **Leveraging IT Systems**







## Our Goal

**One USSTRATCOM Team – an innovative joint military and civilian team fighting and delivering integrated multi-domain combat effects across the globe, in space, and cyberspace, wherever and whenever needed!**