

# On Posture

## PLANNING & EXECUTION TIMESPACE CONTINUUM



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# Introduction

For the past twenty years the author has been supporting U.S. government transformation efforts and has initiated educational programs aimed at contributing to create the next leadership of technical and scientific leaders in the US. Through these efforts the author has sought to identify an abstract framework that can be used for effective transformation. In doing so the author has discovered a model that articulates the essence of an enterprise and its execution. This model includes seven fundamental concepts:

1. Posture as the synthesis of strategy, culture and practice of an enterprise
2. Posture Assessment as a measurement of an enterprise ability and capacity to execute its commitment (obligation).
3. Mission Enterprise Architecture (MEA) is the structural framework that articulates the posture (strategy, practice and culture); and defines the mission, service, support and administrative areas; enabling systems; administrative systems; operations, location, mission assurance and security systems.
4. Mission Performance Reference Model as means to measure enterprise performance against the different layers of the MEA.
5. Execution in four domains: Strategy, Operations, Tactics and local Implementation. Each with its own concomitant performance reference model.
6. Embedded Independent Validation and Verification (IV&V)
7. Taxonomy Based Lessons Learned at four levels of abstraction: Strategy, Operations, Tactics and local Implementation

With these contributions the author aims to provide an enterprise's leadership and the enterprise proper with system of constructs that provide:

- Clarity of thought.
  - Aligned Strategy, practice and culture.
  - Everyone in the enterprise understands their role in fulfilling the mission, knows what they are supposed to do, and how they will be evaluated.
  - Resources are assigned more effectively.
  - Performance measures are within the scope of evaluated area.
  - Each activity can be traced back to the mission.
- Plans are a tool for efficient execution.
- Execution is contextualized and more efficient.
- Tools for an effective learning enterprise.
- Clarity of exposition in reporting to justify funding requests and reporting performance.

This paper addresses the concept of Posture and introduces the notion of Posture Assessment.

# Posture

Posture is comprehensive time variant vector (with intent and magnitude) of an enterprise to achieve its vision, operationalize its mission, and realize clearly defined strategic goals and objectives. Posture consists of and synthesizes three multidimensional orthogonal vectors: Strategy, Culture and Practice. Posture quantification is a measure of an enterprise's ability and capacity to succeed within prevailing conditions, under contingencies/emergencies and its perdurance in the foreseeable future. At the core of Posture is Doctrine. Posture embodies the doctrine as its fundamental baseline.

## *Strategy, Culture and Practice*

### Strategy

A concrete mental abstraction that articulates the transformational intent of an enterprise. It directs and norms its practice and drives its culture. It includes:

- A strategic assessment of reality (analysis and synthesis) of
  - The concrete (subjective and objective) conditions for success or failure of the enterprise
  - A historical evaluation and assessment of the past developmental stages and performance of the enterprise.
  - An assessment and determination of the central tendency of the enterprise and its historical becoming
  - An assessment of the future scenarios and consequences that may confront the enterprise.
- The articulation of a realizable vision; mission; strategic goals and objectives; and strategic policies.
- The definition of the enterprise's vision realization and mission achievement performance reference metrics.
- The implementation directives and policies that norm the enterprise congruent with the strategic plan.
- The articulation of an execution plan.
- The design and implementation of culture and practice cementation.
- The assignment, deployment and positioning of strategic resources (people, funds, materiel and technology) necessary to materialize an strategic plan

Because of the transforming nature of a strategy, strategy realization is often through a series of successive approximations with a set of *apriori* defined, yet re-definable, milestones and transition strategies. Also known as a Transition Strategy.

The magnitude of the strategy is measured by the scalar multiplication of its goals and objectives and the relative level of resources destined to achieve them. A strategy is not a strategy unless it has a funded budget, assigned materiel and technology, and the human resources necessary for

its execution. However, the notion of a fully resourced strategy is idealistic. In long-range strategies, the generation and accumulation of the necessary resources is often part of strategy.

### *The method of Strategy: Analysis and Synthesis*

Let's briefly articulate the analytical and synthesis approach for strategy formulation.

#### **Analysis**

- Identify and categorize the subjective conditions regarding the strategy. This will address the domain of the cultural components. How does the culture manifest itself and what is its essence? How entrenched are the old ways of “thinking” and doing things? What is the disposition to change? Has cohesion metamorphosed into dogma? Is cohesion feasible around a new strategy? and what will it take to achieve this cohesion?
- Identify and categorize the objective conditions regarding the strategy. This will address the domain of the practice components. What are the outcomes of the current practice? Is the organization and its governance well maintained and functioning effectively? Do the material conditions (human, material and technical) resources exist or can they be procured within the necessary timeframe? Can the transition stages and deployment platforms be instantiated?
- Arrangement the objective and subjective conditions by order of importance and impact.
- Perform an structural analysis (both synchronic and diachronic) of the enterprise's objective and subjective conditions: discover the apparent and essential (in form and content) identities, traits, similarities, peculiarities, patterns, trends, proportionalities, reciprocities, complementariness, universalities, recurrences, repetitions, symmetries, asymmetries, alignments, differences, contrariness, contradictions, antagonisms.
- Discover the essence of the objective and subjective conditions and how they are connected: do they re-enforce or oppose each other, or both? How powerful or weak are these relations? Are there symbiotic links? Where are the strong and the weak links?
- Clearly articulate the essence, manifestations, and historical becoming (to become, to develop-grow into, to convert-turn into, to phase-merge into) of the objective and subjective conditions. Dispose them of superfluous complications and reduce them to the essence of their complexities (simplification).

#### *Synthesis*

- Integrate into a totality the essence, manifestations, and historical becoming (total reality: synchronic and diachronic) of the objective and subjective conditions discovered and puntualized in the analysis phase.
- Describe and interpret the essentiality of the current state, its trend and patterns, future possibilities and challenges, and foreseeable event horizon from the perspective of an integrated totality discovered during the analytical process.
- Articulate a new strategy, transformation plan and transition approach.

It is imperative that the strategy identify any existing or potential opponents, challenges, adversaries, or enemies and submit them to the same rigorous assessment. “Reading” the adversary’s posture and submitting it to critical analysis and synthesis is a *sine-qua-non* for adversity preparedness, management and success.

### *The Means of Strategy: Cohesion*

No strategy can be sustained, much less realized, without cohesion, and cohesion cannot be achieved without a strategy. What is then cohesion and how is this achieved?

Technically, it is the coming of the parts together with such affinity that it resists separation. Conceptually, It is the fusion of individual wills to achieve a common *Will* (a *Will*) to concretize a posture. Cohesion cannot be declared, it is the result of a process that logically aligns, combines and fuses the subjective disposition, into a single *Will*, of a group of individuals working together to achieve a shared vision, operationalize a mission, materialize the tactics, implements the tasks, and devote the necessary resources to materialize strategic goals and objectives. *Will* without resources is a wish. *Will* without a clear vision, mission, strategic goals and objectives and without a plan is dogma (an infallible, irrefutable, absolute and authoritative belief not to be disputed).

Because *Will* requires complete commitment to the strategy, it is best if the strategy synthesizes the wisdom that emerges from the collective intelligence of the leadership through deliberation, collaboration, competition and confrontation of ideas from individuals dedicated to a common cause (vision and mission). However, once a strategy has been decided--irrespective of the manner used to arrive to the decision--it is obligatory to all, including those whose positions were not accepted. The responsibility of each and every one in the leadership group is to work diligently and cohesively for the success of the strategy.

Cohesion may be arrived through a deliberation process or through an extension of the fundamental values and beliefs of the entity (enterprise) in question (e.g. the strategic defense of the American way of life; the protection of the environment; the rule of law); cohesion around the wisdom of a higher leadership body and its chief.

In Synthesis the most important outcomes of a strategy are:

- Cohesion among the senior leadership around the vision, mission, and cost.
- A roadmap that articulates the key milestones, activities and timeframes to achieve the strategic goals and objectives necessary for mission success and the concretization of the vision.
- Cohesion of the mid-leadership and line management around the leadership and strategy
- Commitment among the mid-leadership and line management on what needs to be done to operationalize the mission, implement their responsibilities and concretize the roadmap.

- Trust of the rank and file on the wisdom of the leadership and willingness to do what is necessary, including sacrifice, in the fulfillment of their assignments.
- Trust, identification and active support of the population in the mission and in those entrusted to execute the mission.

## **Culture**

Culture: includes engrained practices and beliefs such as work methods, styles of work, commitment to execution, ideological viewpoint and branding behaviors. Culture can serve as a safety mechanism; as an enabling force; as a constrain or restrain (brake). Most important components of culture include:

- Engrained practice and performance. What, how, when, why things are done to sustain the enterprise. It is the level where practice tends to sink in times of adversity (survival practice).
- Work methods: Objective work practices such as analysis, synthesis, planning, follow-up, control, evaluation, delegation, assignment, etc. routinely implemented.
- Styles of work: subjective work practices such as consensus building, cohesion building, consultative, hierarchical, authoritarian and imposing, etc.
- Ideological patterns: values and attitudes of institutions, groups and individuals (e.g. commitment, collaborative, constructive, cohesive, defensive, disruptive, pedantic etc.).
- Branding behaviors: methods and styles of work, and ideological comportment of the enterprise that accentuate its being.

### *Culture Change: Strategic Communications*

Strategy drives culture through an internal campaign geared toward maintaining internal cohesion and loyalty, improving work quality, promoting team work, building enthusiasm, calling to action and self-esteem in the face of adversity, focusing the work and setting priorities, and strengthening self-accountability.

Strategic communication consists of:

- The message the enterprise wants to deliver
- Guidelines to convey and control the message
- The specific cultural objectives that the enterprise wants to accomplish with the message
- Ways in which those objectives can be accomplished
- Audiences the communication plan will target
- Dissemination tools and methods
- Timetable to deliver the message and achieve the objectives
- Cost to implement the communication plan
- Method to monitor and measure the implementation and results of the communication plan.

The dissemination methods should consider all means of transmission: written, pictorial, spoken and electronic. The dissemination tools should include: Website; print publications;

email; meetings, symposia and conferences; press conferences and interviews; media relations; educational materials; published reports; surveys; speeches; internal recognitions; corporate identity materials, including letterhead, logo, and envelopes. The fundamental objective of strategic communications is to achieve identification and loyalty with the vision, mission, goals and objectives and practice of the enterprise.

### *Culture Change: Preparedness (training and war-gaming)*

Preparedness is a culture articulation plan consisting of training and war-gaming. Preparedness is fundamental in cementing the culture of an organization. It provides stakeholders and practitioners with the necessary execution tools to sustain the organization, to face adversity or embark the enterprise into a new paradigm of transformation and modernization. It is a key tool in developing a culture of execution, that is, of getting things done right, timely and efficiently. Preparedness is planned set of activities that include continuous training and planned war-games. These drives can take place at four levels of abstraction: Strategy, operations, tactics and local implementation (to be addressed later).

Apart from cementing the culture, well designed and executed training sessions and war-games allow the stakeholders and enterprise to:

- Evaluate and validate the “AS IS” and “TO BE” strategy, culture, practice.
- Assess the commitment to execution (both steady state and contingency) and preparedness. Particularly, policies, plans, procedures, enabling strategies, equipment, budgets and enterprise articulation.
- Roles and responsibilities
- Improve institutional coordination and communications
- Identify resource (human, technical and financial) gaps
- Baseline performance and identify improvement opportunities.

In addition a war-game should support the identification, validation and verification of priorities, their articulation with the strategy, culture and practice, and the most relevant institutional capabilities and capacities necessary to concretize the aforementioned priorities.

### **Preparedness Life Cycle**

The life Cycle of training and war-gaming consist of seven phases:

1. Institutional support attainment.

For a war-game to provide the expected outcomes, it should have the ownership of the enterprise’s leadership, the participation and support of the pertinent organisms and their high-level executives. Be scheduled by/on the leadership’s calendar. Have a planned conception, and execution time-line, including the schedule of planning meetings; identified participants; clear goals and objectives and budgeted resources approved by the leadership. Promotion of the war-game, its goals, objectives and participants (when appropriate) via a communications plan.



## 2. War-games design

The design and development focuses in the identification of specific objectives; scenario articulation and design; design of pertinent supporting ideas (what and why) and preparedness (how) artifacts; logistics planning and coordination; named participating entities and individuals at all levels; scenario evolution chronometer (start time alarm, scenario evolution and phase execution timing, and scenario and scenario-phase stopwatch); Exercise evaluation plan and methodology

## 3. War-game execution

Execution is the art of disciplined implementation of plan. Its purpose is beyond meeting goals and objectives, and a routine perform of action steps, but to surpass them and poke holes into the state of readiness, not via sabotage, but performance excellence. A war-game is not a capability exam but a performance assessment. It is a capability and capacity performance measure to assess the enterprise's baseline and ceiling "AS IS" state.

## 4. War-game evaluation

The objectives of a war-game are preparedness, culture cementation, lessons learned and preparedness assessment. The evaluation of the war-games concentrates in evaluating the plan preparation, plan proper, execution, outcomes and lessons learned.

The evaluation methodology and criteria consist of :

- Assessing if the objectives of the war-game were achieved, to what extent and identifying strengths and weaknesses.
- Were the action steps in the war-game completed?
  - Were the action steps completed on a timely basis?
  - How well were the action steps completed?
  - Were the action steps completed as written or as anticipated?
  - Was the performance criteria met?
- If the evolution of the war-game demanded deviations/improvisations.
  - Was the game plan too ambitious or unrealistic?
  - Were the deviations/improvisations justified and properly executed.
  - Did the games uncovered/generated new weaknesses or discovered unknown strengths.
- Assessment of the evaluation
  - Was the evaluation conducted according to a plan, and did it include lessons learned and recommended time lines and assignment of responsibilities for corrections of identified weakness and improvement plan for identified strengths.

## 5. War-game management

War-game management includes the management of the preliminary phases of institutional support attainment; war-games design as well as the management of its execution and evaluation.

All phases should include a dashboard that allows management to assess and direct all elements of the aforementioned phases. A Dashboard is a synthesized war-game progress report and current status snapshot of key performance indicators to enable the leadership to make *in situ* assessments and decisions.

#### 6. War-games embedded independent validation and verification (IV&V).

It is conducted with full independence (organic, financial and technical) from the planners and executioners) yet imbedded in the planning, execution and evaluation processes. Validation answers the question: are the war plans consistent with what we want to measure, assess, emphasize and achieve. Verification answers the question: where the games performed and evaluated as planned. (Embedded IV&V is fully developed in another document.)

### **Practice**

Practice includes governance, resources and execution.

- Governance: concerns itself with the proper steering of the enterprise to ensure effective implementation and compliance along the posture vector. It addresses the management, follow-up and control mechanism of the enterprise and its components at multiple levels of the enterprise's hierarchy.
  - Organization: governance structure, stakeholders and advisors participation. It defines entities and their relationships, names titles, designates and assigns functions, responsibilities and accountability.
  - Resource management and administration: finances and accounting; human resources; technology and infrastructure administration, etc.
  - Risk management, change management, time management and quality control.
  - Security: policies, systems, functions and activities to protect the mission and resources of the enterprise.
  - Consultancy: the process of receiving non-binding input from stakeholders and advisors.
  - Accountability: methods to measure the level of success, failures and weakness in the fulfillment of a mission.
- Resources: human, funds, materiel and technical resources necessary to enable the implementation of the organizational charter.
- Execution are all the steps, procedures and processes to accomplish a task and delivering results.

### **Relationship between Strategy, Culture and Practice**

- Strategy-Practice: Strategy transforms Practice.
- Practice-Strategy: Practice confines Strategy (the strategy cannot set goals and objectives for which the material conditions do not exist, or are at least under development or on the foreseeable feasible horizon.)

- Strategy-Culture: strategy drives changes in culture. Through time the phenomenological (external or practical) manifestations of strategy become the ideological underpinning of culture.
- Culture-Strategy: culture bounds strategy (the strategy cannot be outside the cultural framework of the enterprise).
- Practice-Culture: through time, practice becomes culture.
- Culture-Practice: Culture opposes changes in Practice (perpetuates accepted practices, opposes new practices, and reacts to bad practices.)

While posture is the resultant of strategy, culture and practice, the most prominent posture components are culture and strategy, and they both tend to impose their weight on practice. However, without practice, the strategy and culture cannot realize themselves and are meaningless. One can then say that strategy and culture prove themselves in practice and practice is the medium of strategy and culture. The glue that binds the strategy, culture and practice into a cohesive posture is doctrine.

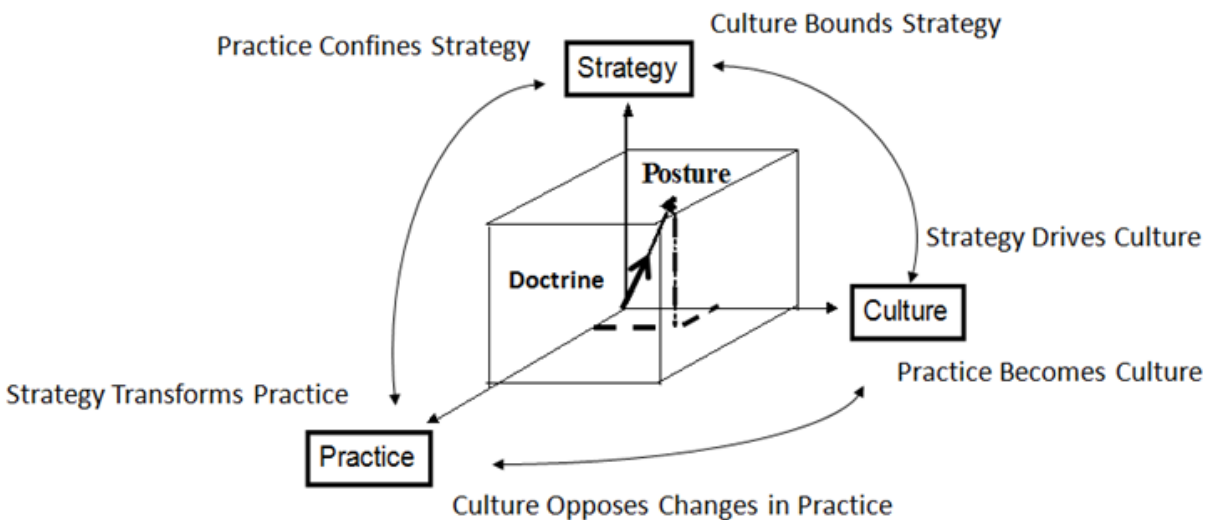


Figure 2. Posture: a resultant of three component vectors: Strategy, Culture and Practice

### Doctrine

Doctrine is a synthesis of the fundamental beliefs of an entity that substantiates its being. It is the fall back Posture. There are three types of doctrines: fundamental, environmental and organizational.

In the US, *fundamental doctrine* is rooted on Western Culture and History; our basic American values, ethics and wisdom articulated in The Declaration of Independence, The Constitution, The Bill of Rights, American history; and their derivatives such as the “American Dream” and the “American Way of Life”. It is from these core doctrinal values that we derived our disposition to

risk, think out of the box, sense of fairness, among others that give the American society an strategic edge on innovation.

***Environmental doctrine*** stems from the understanding (knowledge) of the environment and its historical becoming. It varies with changes in political conditions, economic and social changes and transformations, changes in technology, changes and evolution in practice; and geography of practice (human, natural and topographical).

***Organizational doctrine*** flows from the governance, organizational principles, operations; organization; resources; resources management and administration; etc. and their alignment with the current mission, goals and objectives, and culture of the entity.

Doctrine also serves as a context to describe the “As Is” and the “To Be” posture; posture transformation; and posture transition path.

### **Types of Postures**

Whereas multiple types of postures can be conceptualized, in practice, three types seem to be prevalent: defensive, bureaucratic and transformational.

#### ***Defensive Posture***

Driven by a culture that is based on the “fear of failure.” It is highly risk adverse and raises predictable effectiveness to a cult. Because of its adversity to change, the reaction to unforeseen events is to hunker down on dogma and standard procedures. It meets failure with indifference. Its cult to processes and formal effectiveness stifles creativity. Organizations for which the maintenance of the culture and the status quo (steady state) practice become “the strategy” are doomed to eventually fail.

#### ***Bureaucratic Posture.***

Grounded in a culture with a standardized practice that is effective and works well under a steady state environment. Change is only acceptable if well planned or due to predictable circumstances articulated in the policies and procedures. Because it focus in the spirit of the letter and effective delivery in the present, it normally fails to recognize changing situations and new relationships, and to foresee the future. When faced with “unpredicted” events, it tends to react feverously and make spontaneous “just in time” decisions. It meets success or failure stoically. Bureaucratic postures can embrace incremental change and process improvement but it must be diligently incorporated into the standard operating procedures and practice (e.g. Capability Maturity Model-CMM Level 5). If properly induced with a strategic communications plan, it is capable of recognizing an indicated future and in responding favorably to a well-documented transformational strategy. An enlightened bureaucracy, capable of embracing change, is instrumental to the success of enterprises.

### ***Transformational Posture***

The need for transformation results from the gradual accumulation of detected or undetected environmental change that suddenly achieves critical mass and qualitatively metamorphoses the environment and demands that things not continue as before. A clear strategy and transformational action plan is required. Critical needs assessment, innovation, and new knowledge (knowledge discovery) serve as the basis for transformational change. A transformational posture demands creativity and applies a disciplined approach to structural change. It is committed to a culture of continuous improvements and a practice of risk management its goal is to produce quality outcomes and transparent processes are assumed. Quality becomes implicit and the cost of failure is costlier than quality.

### ***Posture of Excellence***

While a Posture of Excellence can conceptually be articulated, no society or institution can withstand the strains of continuously striving for perfection (excellence) and would eventually succumb to fatigue and reaction. While ideally attractive it is unfeasible as a practice. It may only be applicable during moments of exception (historical time slices) through transformations.

### **Posture Transformation**

Societies and modern enterprises cannot remain static, while it might not be readily obvious, they are either progressing or sinking. If they are to survive, they must embrace and manage change. To drive change, the senior leadership must commit to a posture that embraces transformation; the mid-leadership must commit to process improvement and transformation, and the bureaucracy must be dedicated to a culture of quality, success and willingness to rally around process improvement and transformation when call upon by the leadership (enlightened bureaucracy).

Posture transformation is a time variant outcome oriented vector for transforming and modernizing the posture of an entity (a society, organization or an enterprise). It takes the posture from the "AS IS" state to the "TO BE" state. The path taken from the "AS IS" to the "TO BE" state is called the Transformation Path and it identifies the what, how, when, timeline, and resource allocations to achieve the "TO BE" state. Because Posture Transformation is an articulation of the intent (direction), the *Will* and resources committed to the transformation, it is best characterized as a time-variant transformation vector over the event horizon. Each stage in the transformation path is a transition state.

The articulation of the "AS IS", the "TO BE" requires an analysis and synthesis of the concrete (objective and subjective) conditions that:

- Describes the present state of affairs including current outcomes, risks, issues and posture (strategy, practice and culture).
- Puntualizes the To-Be posture, particularly the strategic goals and objectives

- Harvests the current state to identify what is to be re-use, re-tool, re-align, re-wrap, or retire.
- Assesses the current trends to adapt the posture to approaching risks and opportunities.
- Appraises the foreseeable future to transform the posture and prepare for risks and opportunities in the horizon.
- Develops new taxonomies that verbalizes and articulates the current and new posture.
- Articulates lessons learned at the strategic, operational, tactical and local implementation levels.
- Determines the transition strategy.

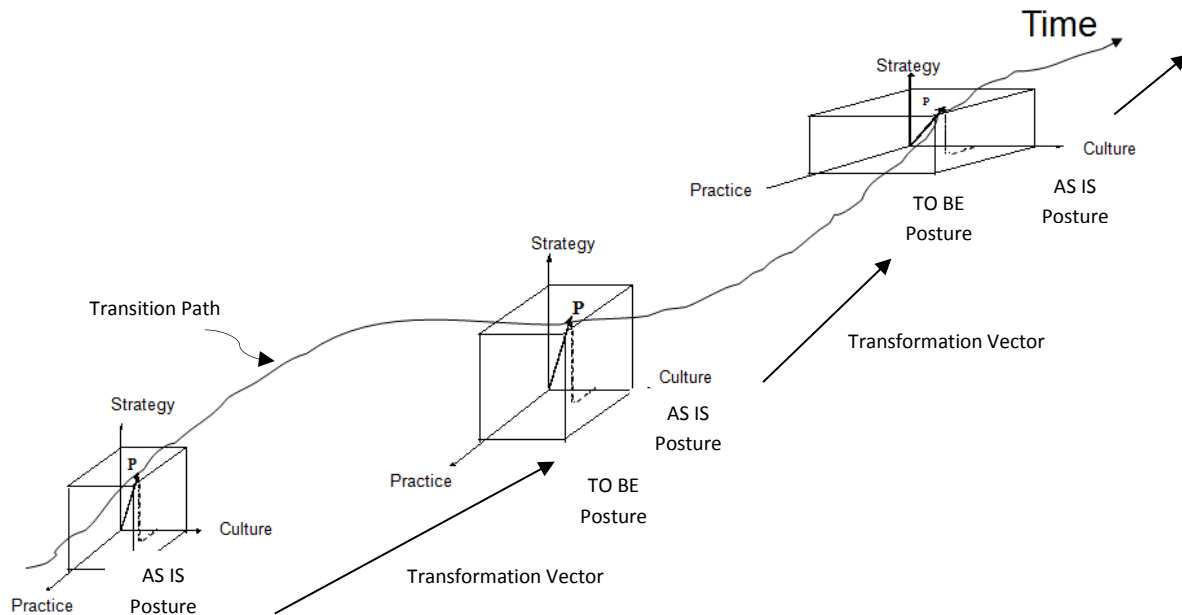


Figure 3. Posture Transformation Path

## Posture Change

An entity that does not positively changes is doomed to eventual stagnation and failure. However change does not happen by providence. It is the result of an arduous process that begins with a situational awareness of the environment and conjuncture analysis. There is a general sense that things cannot continue as before and that change is necessary.

Situational awareness leads to data acquisition, data analysis, information creation, information analysis, and synthesis. Conjuncture analysis and synthesis leads into insightful assessments and decision making. The outcome is a new way of perceiving things, a new needs consciousness that demands execution. The needs consciousness goes through a solution process that includes need articulation, solution articulation, solution validation, solutions cohesion, solution

inclusiveness and finally decisive action. The new practice is accepted and expected, and decisively executed.

The author conceives posture change as a practical roadmap that articulates the qualitative and quantitative approach to materialize a vision, execute the mission, achieve strategic goals and objectives. Depending on the status of the current state, and the urgency in achieving the mission, strategic goals and objectives, the enterprise may execute a combination of the following implementation plans: Transformation; Process Improvement; Steady State Implementation and it may address critical needs, innovation or knowledge creation.

At the strategic level posture change addresses the strategy of the enterprise or organization towards transformation, process improvement and steady state implementation.

At the cultural level it addresses the enterprise's cultural disposition towards transformation, process improvement and steady state implementation. At the practice level it addresses the enterprise's practical experience towards transformation, process improvement and steady state implementation.

### ***Transformation***

A perdurant and profound change in culture and practice (particularly in outlook, structure, management, operation, administration and infrastructure) of an enterprise, according to a well defined and resourced plan to achieve a vision, mission, and strategic goals and objectives.

### ***Process Improvement***

A well-structured approach to continuously increase efficiencies, avoid waste, and improve quality in an enterprise.

### ***Steady State Implementation***

A situation where an enterprise is constrained to function effectively while maintaining the status quo.

In real practice a “progressive” enterprises (one headed by an enlightened leadership and bureaucracy) would simultaneously have different parts of the enterprise active in transformation, process improvement and steady state implementation.

### **Posture Assessment**

Posture assessment appraises the internal cohesion of the strategy, the culture and the practice; and gauges the alignment of the strategy, culture and practice.

### ***Internal Cohesion: Strategy***

Assessment of the internal cohesion of the strategy appraises if:

- The enterprise vision is derived from the upper organization's vision (e.g. the vision of the department of education is derived from the vision of the government).

- The strategy was crafted through a rigorous assessment of the objective and subjective conditions.
- Mission aligned with the vision
- Strategic goals designed to fulfill the Mission
- Strategic objectives articulated to drive the strategic goals
- Strategic measures instantiate strategic policies
- Strategic policies re-enforce the mission
- Courses of Action (COAs) selected along a feasible path
- If necessary, includes practice and culture change strategies
- The strategy is properly resourced, including resource compensation when to fill gaps (i.e. quantity compensated with quality or quality compensated with quantity).

### ***Practice Evaluation***

Practice Evaluation documents the primary functions of the enterprise. Document and authenticate the governance, process, procedures, business requirements and business rules, work flows, data flows, administration, security and technology. Reviews the congruence between all of these. Identifies practice gaps and improvement opportunities. Determine practice changes required to implement new strategies.

### ***Cultural Analysis***

Culture Analysis determines the prevalent culture of the enterprise--work methods, styles of work, attitudes (defensive, bureaucratic, transformational, or excellence) and commitment to execution. Assess how these are articulated and practiced (branding behaviors).

### ***Alignment of the strategy, culture and practice***

- Assess the alignment of the culture with the strategy and the alignment of the strategy with the culture bounds
- Assess the alignment of the practice with the strategy and the alignment of the strategy with the practice confines (limitations) , and
- Assess the congruence/integration of culture and practice with each other.