

ACP Webinar

Military Planning and Business
Planning – Not That Different
July 23, 2024



Agenda



Introduction and the dual-track career



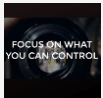
Project management and the operations order



IBP and MDMP



Strategic level thinking



Resume and interviewing

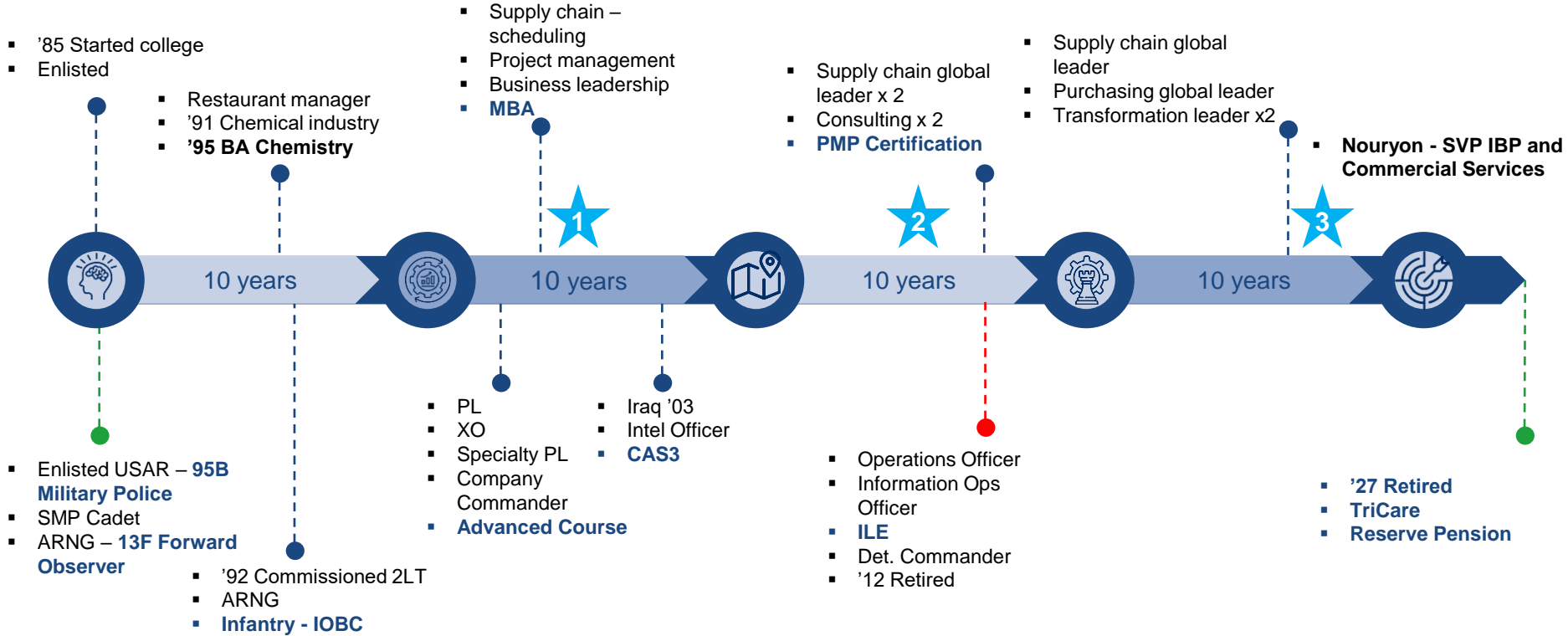


Jason C. Thorne

SVP, Integrated Business Planning and Commercial Services

Major (R) – Indiana Army National Guard (27 Years)

Dual career track enabled significant learnings and experiences



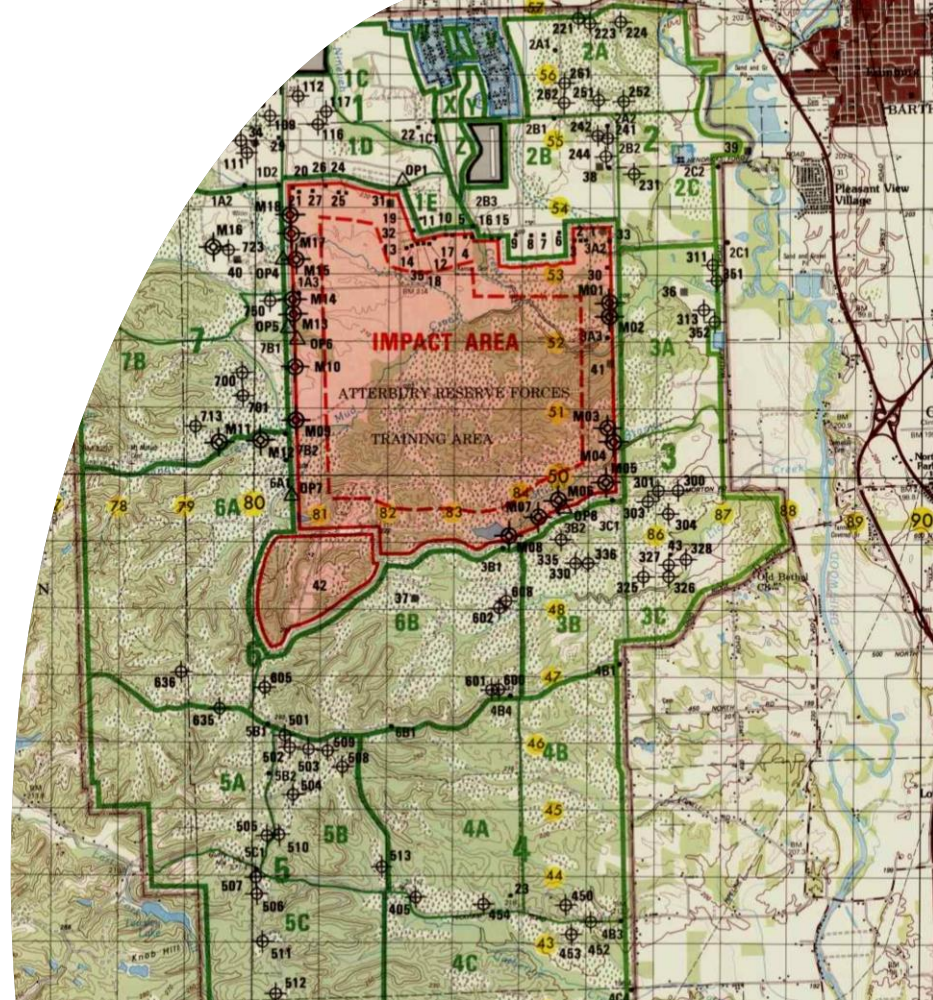
★ Applying the basics

Serving as company commander (part-time) and promoted to run a company wide SAP implementation. I'd never run a big project so what tools can we use? How do we get this done? Applied the leadership and structures I had learned.

- Troop leading procedures
- 5 Paragraph thinking
 - Task and Purpose
 - Clear concept of the project (operation)
- Leading through my leaders v. doing it myself
- Synchronizing teams and outcomes
- Execution planning / Execution matrix
- Coordinating with other functional areas
- Risk assessment and risk mitigation

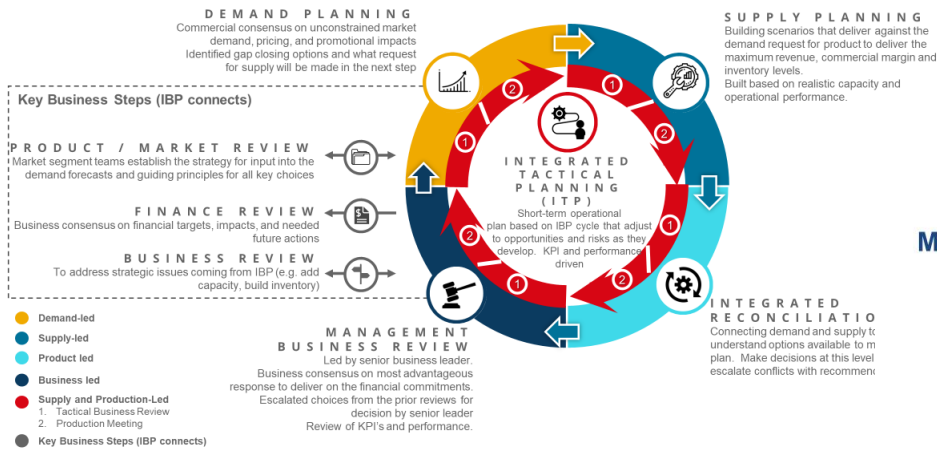
Result – successful start-up, promoted again to business director running an acquisition integration and subsequently the business unit.

Training: PMP or CAPM, LinkedIn Learning



2 IBP and MDMP – Structured approach to planning

Integrated Business Planning



- End-state / outcome based
- Understand the external and internal conditions
- Build responses (COA's) that are options
- Choose best option that delivers
- Understand risks
- Execute
- Re-plan based on how the situation develops

Military Decision Making Process

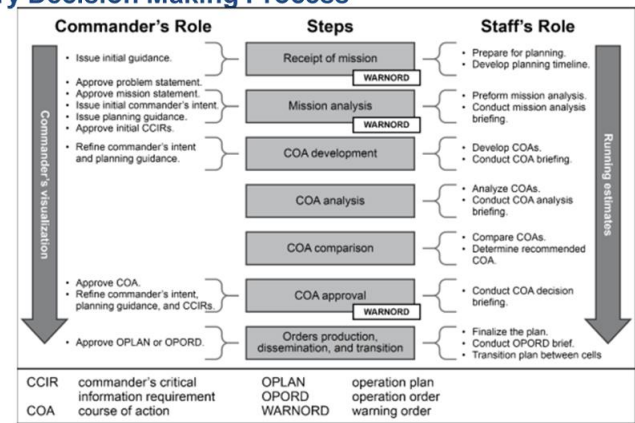
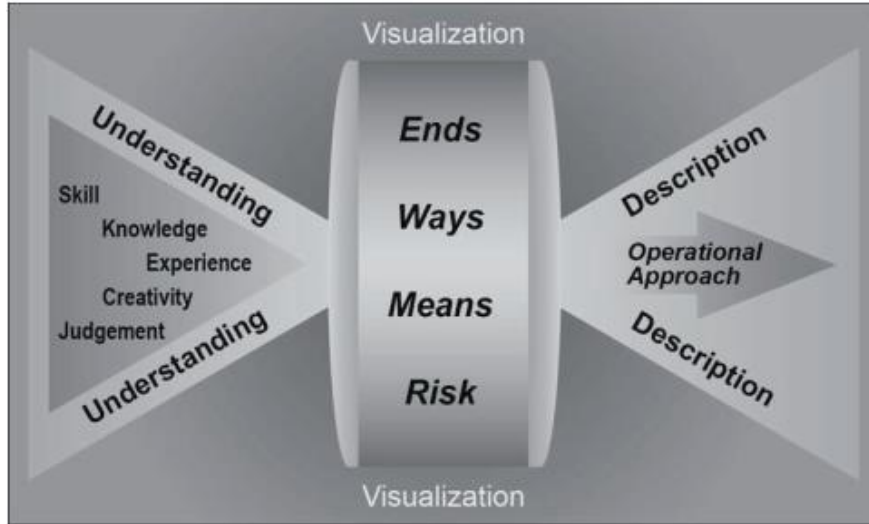


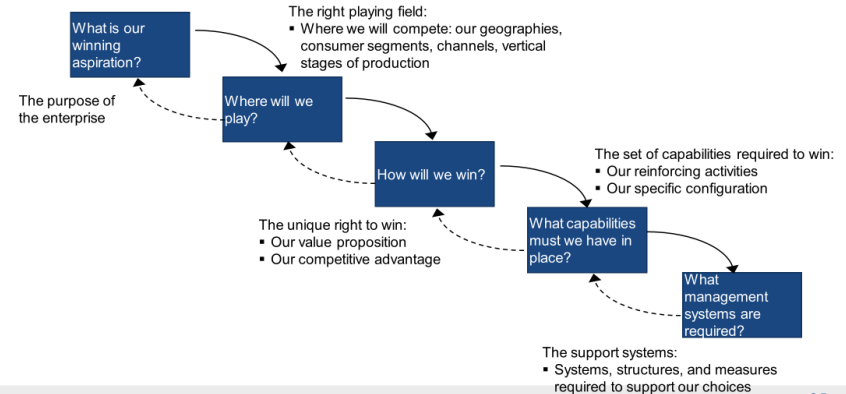
Figure 5-1. Commander and staff interaction

- Deliberate process
- Scheduled reviews at each step
- Understand facts and assumptions
- Clear metrics – KPI's (CCIR)
- Keep your teams informed through the process
- Use the time allotted, re-planning will take place
- Make decisions and adjust through execution

3 Strategic level thinking focuses more on the operational art



Cascading Choice Framework – A view of how strategy works



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Source: Playing to Win: How Strategy Really Works

Nouryon

- Build an understanding of the situation
- What is the aspirational state?(ends)
- How will we win? (ways)
- What capabilities are required? (means)
- Use both critical and creative thinking to develop options
- Centers of gravity apply on the civilian side – where can we win? what is the unmet need we can deliver?

Interviews and Resumes

- If you've led units, show that level and help the person across the table translate it to the organization
- Talk through successful transitions to new roles within the military and how fast that has to take place to be successful.
- What are your most transferrable skills?
- Ask questions about the culture, command climate is a thing here too.
- Be prepared for the questions → What is it you really want and like to do? And why?
- Structure v. no-structure – most businesses have a structure and review rhythm.
- Technical or leadership – both can contribute to the level they performed in service.
- Translate the skills to civilian skill identifiers and work on certifications.
- Job levels v. rank structures.



Questions

Thank you for the time!



Discover your WHY