



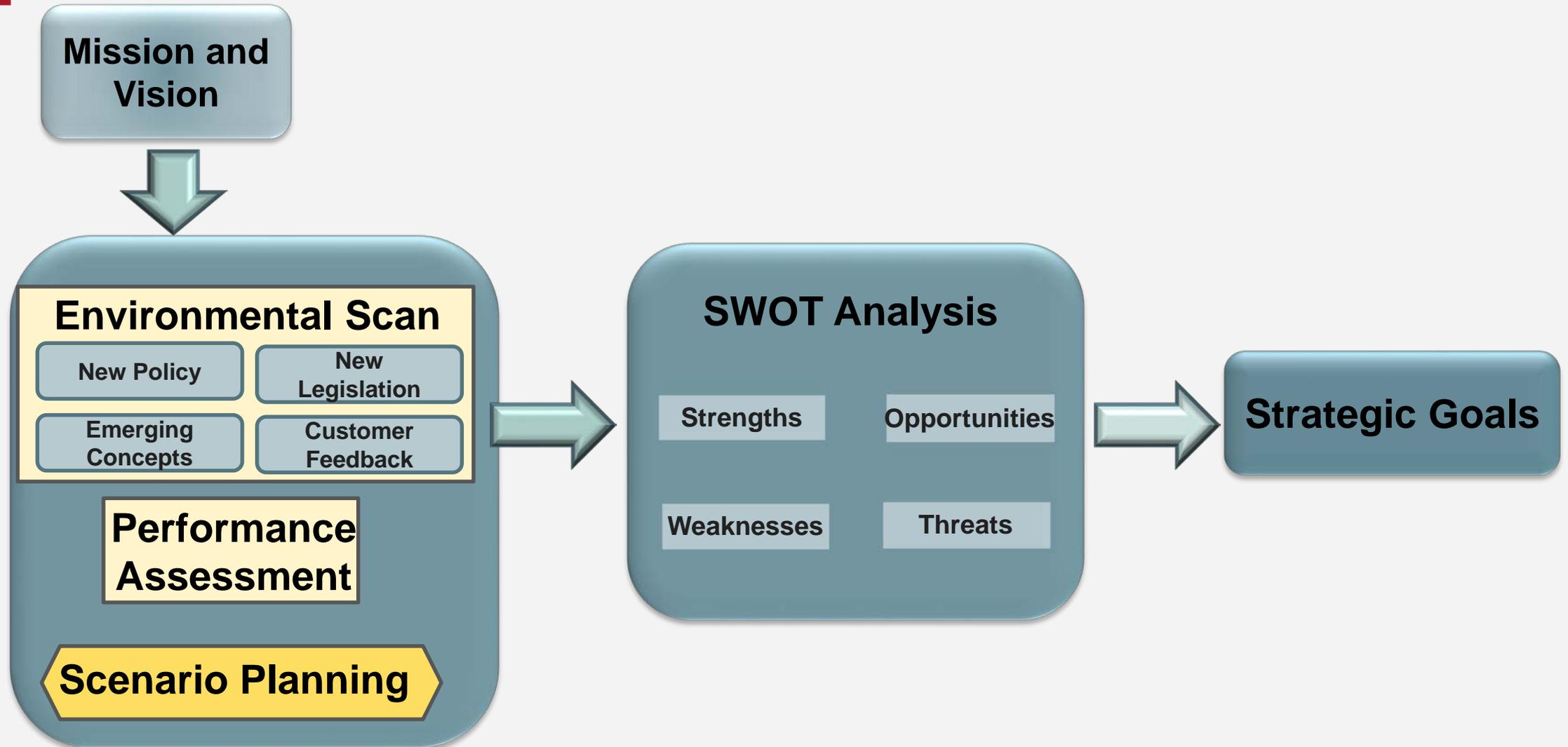
SCENARIO BASED PLANNING

UPDATE

14 September 2016
Joanne Schoonover
Vice President



STRATEGIC PLANNING PROCESS



SCENARIO PLANNING PROCESS TIMELINE



Task:
 Define scope and time horizon
 Brief leadership
 Identify teams
 Identify stakeholders

Task:
 ID trends, factors, and uncertainties
 Benchmark stakeholder perspectives
 Include all levels within DAU

Task:
 Evaluate trends, factors, and uncertainties

Task:
 Develop scenarios based on uncertainties

Task:
 Develop action plans for scenarios
 Input to DAU strategic planning process

Task:
 Track scenarios against real world events



SCENARIO PLANNING TEAM

*Members represent
all business units
and levels of
faculty and staff*

MWT: Syl Hubbard,
Vishnu Neverkar,
Joe Veneziano

FLD: Tim Denman
WLD: Brenda Sedlacek
PLD: Bob Spangler
PRM: Diane Cunha,
Lisa Johnson,
Darren Harvey

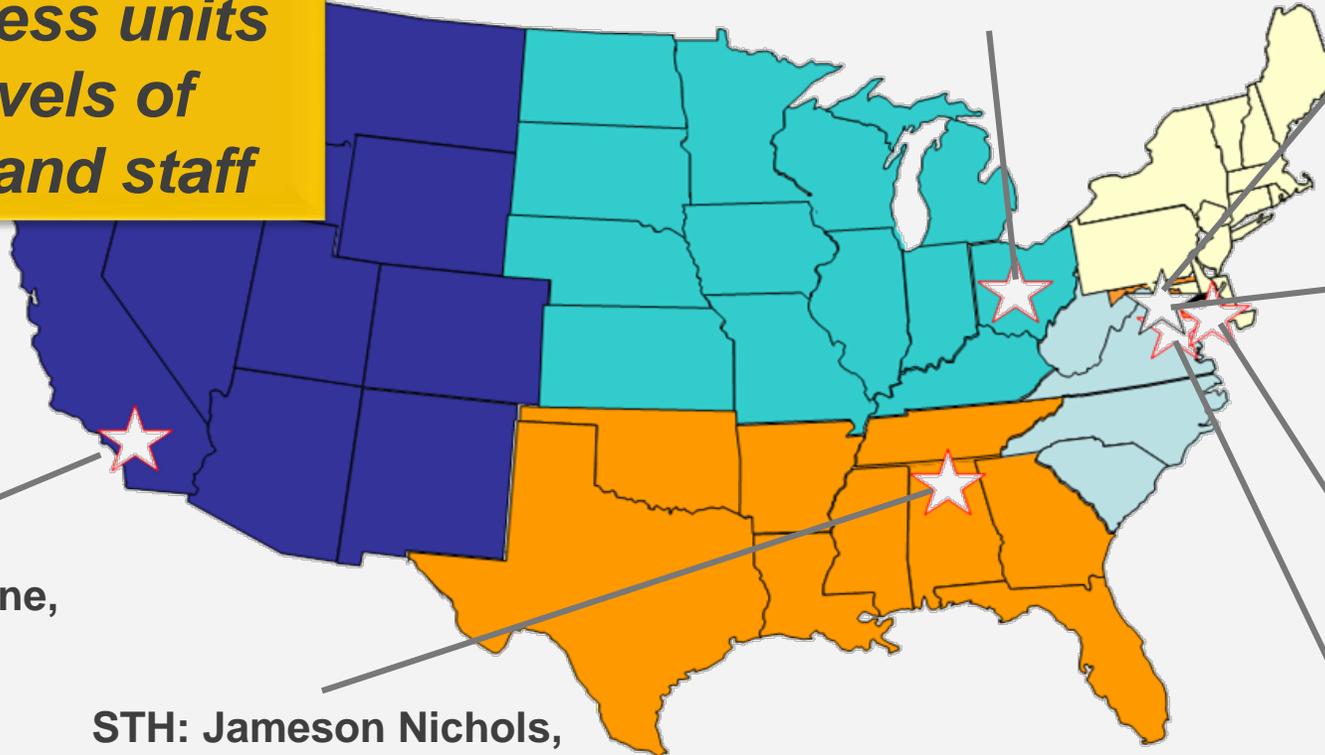
CNE: Mike Denny,
Alvin Lee
DSMC: Maryann Watson,
Dave Gallop

MAT: Jim Davis

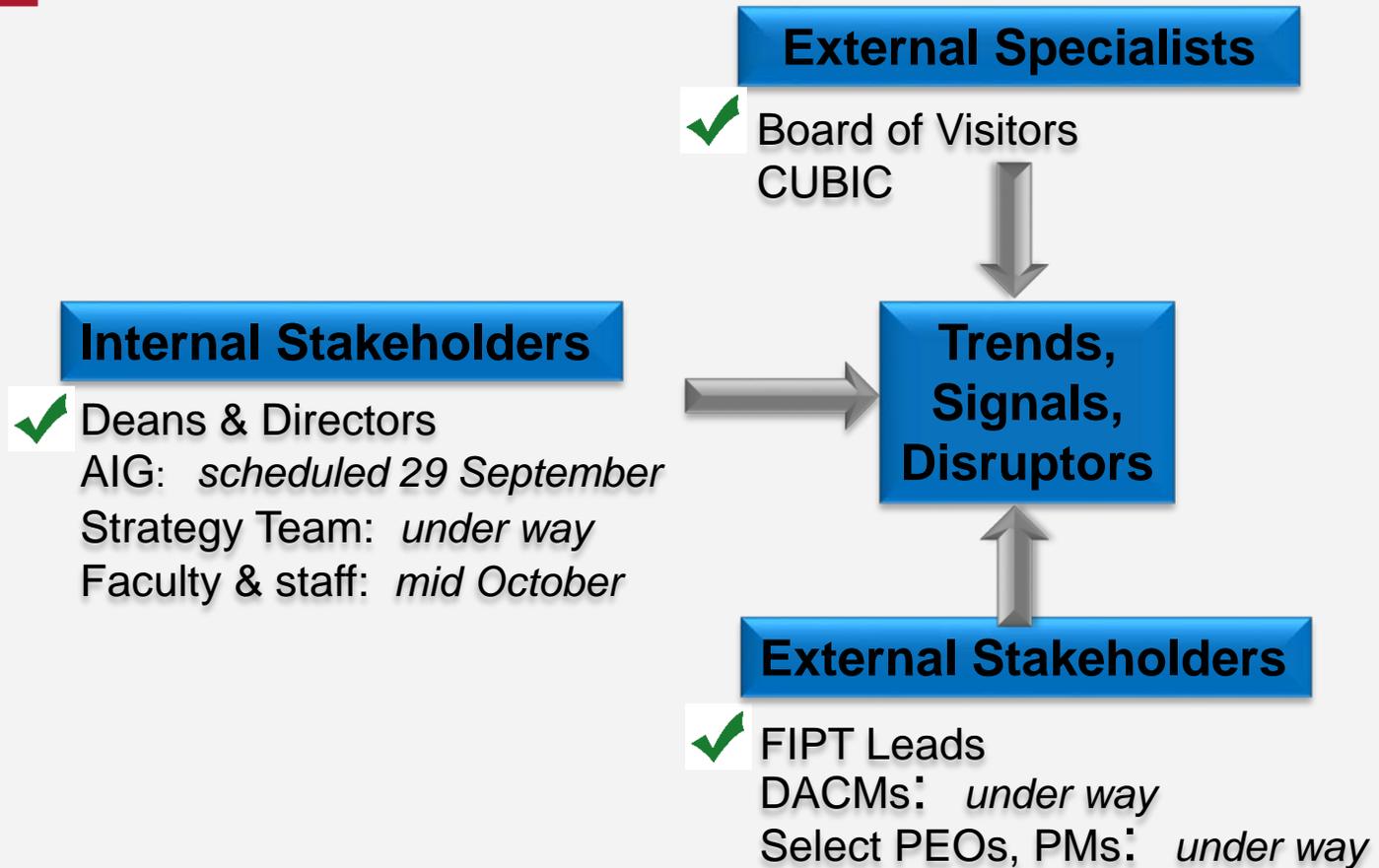
CCM: Mike Jimerson

WST: Rob Tremaine,
Sal Cianci

STH: Jameson Nichols,
Robert Dunn,
Ken Nicholas



360 STAKEHOLDER FEEDBACK



Goals:

1. Benchmark the perspectives of different stakeholders
2. Identify disrupters & uncertainties that may influence the future

BOV SCENARIO PLANNING EXERCISE

Responses fell into some clear categories

- Who delivers training
- What “Acquisition” is
- What training is
- Tech as solution and threat
- Budget
- Workforce
- Demand exceeding capabilities
- Industry relationship
- Other



THE SEVEN INTERVIEW QUESTIONS

1. Clairvoyant	If you could speak with an acquisition oracle from 2025, what three things would you like to know about DAU?
2. Good Scenario	If DAU were thriving, growing and moving in a genuinely positive direction by 2025, what would be true of it?
3. Bad Scenario	If DAU were to collapse by 2025, what might have caused that collapse and why?
4. Inheritances from the Past	What surprised you about DAU in recent years? What have been the memorable “turns” and why?
5. Important Decisions Ahead and Priorities	What are the major challenges to be face by DAU and DoD acquisition professionals in the next five years? What are the obstacles to be overcome that keep you awake at night?
6. Constraints in the System and Changes that need to be made	What would hinder DAU and DoD acquisition from moving past these obstacles? What forces could constrain us?
7. Epitaph	Imagine that DAU is in danger of being completely cut. What is your argument for keeping it?



Questions for external stakeholders

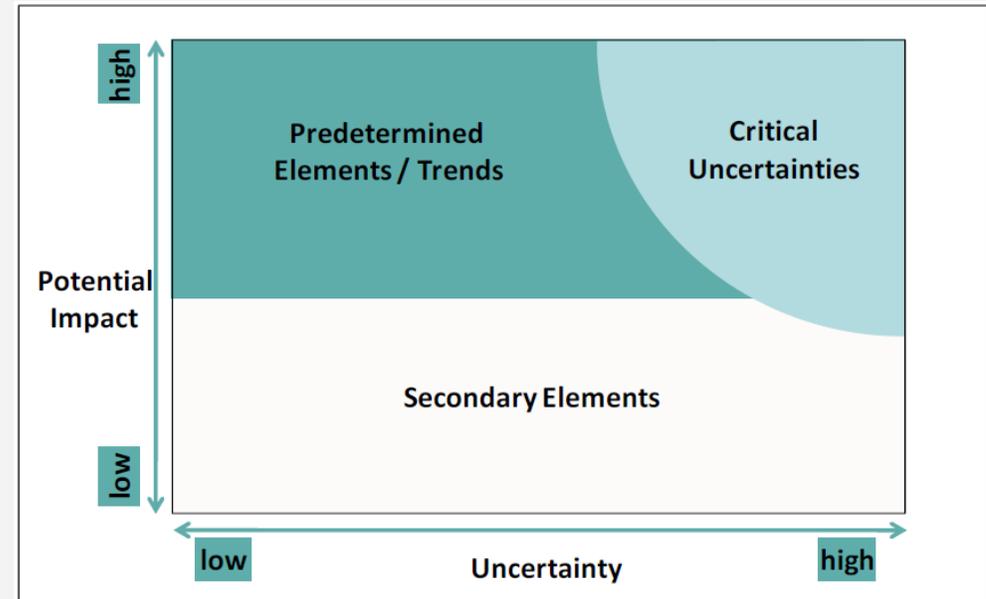
RESULTS TO DATE: DISRUPTERS

- **Economic:**
 - Dramatic funding decrease (variety of causes)
- **Political/Stakeholders**
 - Lack of support at highest levels of OSD, Congress
 - Change in level of expectations: DAU has all acquisition training
- **Competitors**
 - Rise of commercial or Service competitors
- **Customers**
 - Expectations change; abandon classroom training
- **Internal**
 - Inability to maintain quality faculty
 - Inability to field learning assets using expected delivery methods



NEXT STEPS

- Complete stakeholder interviews
- Set up ThinkTank session to collect general faculty and staff inputs in October
- Conduct trend analysis
 - Map to impact and uncertainty grid





www.DAU.mil