



Know Your Role

Strategic Update

Director's Corner

The month of May has been filled with discussions on the "Road Ahead". LTG Lynch, IMCOM Commander, visited the installation and addressed the workforce on his philosophy and intent. His philosophy and intent are expressed in the IMCOM Campaign Plan (IMCP) which was reviewed in depth during the semi-annual Senior Leadership Conference (SLC).

Installation senior leaders met for three days, May 11—13, during the SLC. Discussions and workshops took place on the following topics: Time Management, The Abilene Paradox, Lean Six Sigma, Metric Building, and a review of the IMCP. Also conducted at the SLC was a Myers-Briggs Personality Assessment. This assessment allowed everyone to identify and capitalize on their personality type's strengths in communicating and leading.

In this issue, we explain and relay the importance of metric building, the Abilene Paradox, and Line of Effort (LOE) 2. Every directorate has undertaken the effort of developing Fort George G. Meade proposed metrics to ensure support of the IMCP. It is to your benefit to become active in this process as these metrics will be how your performance will be measured.

You are encouraged to review the IMCP and can do so by visiting the Fort George G. Meade web site at the following: http://www.ftmeade.army.mil/pages/imcom/campaign_0510.pdf.



Day 2 of the Senior Leadership Conference was held at the Federal Executive Building in Baltimore. Senior leaders watched a video entitled, "Road to Abilene", and are shown discussing the lessons learned from the "Abilene Paradox". This phenomenon is discussed in greater detail on page 2.



IMCOM Campaign Plan

Lines of Effort (LOEs)

LOE 1: Soldier, Family and Civilian Readiness

LOE 2: Soldier, Family and Civilian Well-Being

LOE 3: Leader and Workforce Development

LOE 4: Installation Readiness

LOE 5: Installation Safety

LOE 6: Energy Efficiency and Security



Hank Scharpenberg, from the Office of the Under Secretary of the Army, provided a briefing on the importance of metric building. Specifically addressed were the IMCOM Campaign Plan metrics and the Strategic Management System which is the tool being used to collect, track, and analyze the data.

Metrics and the IMCOM Campaign Plan

As we move forward in support of the IMCOM Campaign Plan (IMCP), it is important that we develop metrics that are in line with the Lines of Effort (LOEs) and the metrics provided for the IMCP itself.

What is a good metric, you ask? Metrics are simply a system of measurement. They require a baseline of reference, a way to measure, are compared to something and are efficient. Why do we need metrics? Without metrics we have no basis to control a process. Without control we have no basis to manage a process. Without effectively managing a process, there is inconsistency, and therefore, why are we doing it. When choosing metrics we should ensure they are reliable, focused, worthwhile, balanced and constructive. When we talk about metrics and the IMCP, we are referring to three types of metrics. These types are Cost, Performance and Schedule. When we talk about what should be measured, we are referring to the initiatives that are important to completing your job or the mission of the installation in a timely, efficient and least costly manner. A good metric is one whose measurement provides value added to decision makers as well as our customers.

Installation Status Report (ISR) and Common Levels of Support (CLS) have given us output metrics which we have been collecting regularly for years. These metrics have provided a basis for measuring status for service performance as well as providing a means to address budgetary considerations. As we attempt to develop metrics for the future with IMCP, we should keep in mind that we are doing all of this to take care of Fort Meade's Military Personnel, their Families and the great Civilian workforce on our installation—our Customers.

Soldier, Family and Civilian Well-Being

The sustainability of America's Army is reliant on the well-being of the Army's Soldiers, Families and Civilians. Instilling confidence in the emotional, physical, and spiritual care of the Army's Soldiers, Families, and Civilians, the IMCOM Campaign Plan (IMCP) has designated this effort as one of six Lines of Effort (LOEs)—in this case specifically **LOE 2: Soldier, Family and Civilian Well-Being**. The IMCP metrics are currently under revision to properly measure LTG Lynch's three fundamental questions: "are we doing the right things", "are we doing things right" and "what are we missing"—to ensure that Soldiers, Families and Civilians are cared for and their needs met.

In October 2009, Secretary of the Army, The Honorable John McHugh and senior Army leadership avowed their commitment to Soldiers and Families by signing the Army Family Covenant (AFC). In support of the AFC, the installation leadership continues to promise that Soldiers, Families and Civilians will receive improved housing, additional space for child care facilities, expanded education, and will continuously provide the highest quality of service throughout the installation to meet the diverse needs of single Soldiers, Soldiers with Families, and Civilians.

Last month, Fort George G. Meade broke ground on a Soldier and Family Assistance Center (SFAC). The center coordinates information and referrals to Soldiers and their Family members about Army Community Services ranging from employment readiness to financial assistance programs.

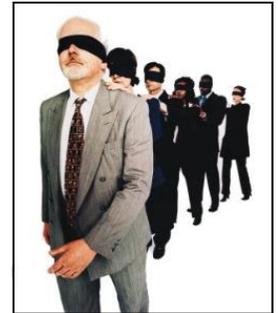
Installation leadership strives to consistently provide excellent and consistent services to the community that lives, works and plays on Fort Meade.

The Abilene Paradox

Fort Meade held its semi-annual Senior Leadership Conference on May 11 through May 13, 2010 and one of its main topics for Fort Meade Senior leaders to examine was **The Abilene Paradox**, "The Road to Abilene." **The Abilene Paradox** explains why group and team members sometimes will decide on an idea or solution which many of the members do not want or care for. However, members feel forced to go along because they fear their disagreement may make them look bad or make them appear as not being a team player. This pressure to agree curtails originality, creativity, and singular thought. This is sometimes called "groupthink". To counter the "groupthink" phenomenon, effective communication and creativity are designed to energize teams, solve problems, and create an atmosphere where disagreement is not a bad thing.

The Abilene Paradox is about a group of people who go along with one another rather than express their true views. In the process, they are miserable and make terrible decisions they all regret. Throughout our lives we find ourselves doing things within a group that we don't necessarily agree with, but because we want to belong, we compromise our way of thinking, values and core beliefs. It's important not only to our Senior Leaders, but the workforce as well, that we understand how important it is to create an environment of sharing information, which allows individuals/employees to make sound and educated decisions based off facts. The key is being able to find out what is important to people and engage them in that phase of communication at all levels. Everyone wants to feel needed and appreciated, like they are a part of the team. They want to have a voice or a say in the success of the Organization/Installation. By discussing topics such as "The Road to Abilene", our Senior Leaders are focusing on fostering an environment that supports an effective communication process (i.e. Service Support Program Councils and Service Councils) throughout the Installation.

"Groupthink" is like the blind leading the blind. Employees are much more valuable when they work with eyes wide open and avoid the pitfalls of "groupthink".



DID YOU KNOW?

- The Garrison Commanders' Conference is being held September 1 - 2, at Fort Lee. This conference is expected to focus on the financial status of IMCOM as well as implementation of the IMCOM Campaign Plan.
- The next Senior Leadership Conference is scheduled to take place September 14 - 16, 2010.
- You can submit ideas, suggestions, and/or questions related to the strategic newsletter. Send them to Raul Schuett at raul.schuett@us.army.mil.



FORT GEORGE G. MEADE'S STRATEGIC NEWSLETTER

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Where do **YOU** fit into the FGGM Strategic Plan?