



Foundational Learning



Workflow Learning



Performance Learning

Lesson 3: Understand Your Organization and the Small Business Program





Small Business Act Guidance

The essence of the American economic system of private enterprise is free competition. Only through full and free competition can free markets, free entry into business, and opportunities for the expression and growth of personal initiative and individual judgment be assured. The preservation and expansion of such competition is basic not only to the economic well-being but to the security of this Nation. Such security and well-being cannot be realized unless the actual and potential capacity of small business is encouraged and developed.

- Align your functional mission with the organizational mission



- Analyze your functional area
Analyze your organizational chain
Assess the health of your Office of Small Business Programs (OSBP)
Inform key senior leaders and stakeholders about your small business program mission, alignment, and value within your component or organization





Analysis of Functional Area and Organizational Chain



- Why is it important to analyze your functional area and organizational chains? What information should this analysis reveal? Do you expect that they will be aligned? If so, how? If not, why not?

Aligning Your Functional and Organizational Missions





Small Business Senior Leader Leadership Cycle





Leadership Toolkit Presentations





Understanding Your Functional Area and Organizational Chain

New and existing small business leaders must: Conduct structured analyses of their functional area and organizational chains to develop their understanding of how their OSBP fits into their organization Use the information to contribute to determining a strategic direction for their organization



For a: New office
Major office change
Process improvement initiative





First 100 Days – An Example



DIRECTOR'S ENTRY PLAN

THOMAS M. BRADY
Director, Department of Defense Education Activity

Introduction

As I begin my first 100 days as the Director of the Department of Defense Education Activity (DoDEA), I am humbled, honored, and excited to be part of an organization whose mission is focused on service. We are so fortunate in DoDEA to be serving our Nation and public education. I believe there is no mission more noble, more profound, or more impactful. DoDEA has a good reputation that's been built by dedicated teachers, administrators and support staff members. We are not confined by geography, but rather we are empowered by our presence around the globe and our capacity to open a world of experiences and opportunities for more than one million military-connected school-aged children.

The plan that follows is my compass for the next 100 days. I will look, listen, ask questions, and learn. My first priority, however, is to communicate with you. I will be open and engaged, and I want to discuss with you where we are and get your input on what kinds of strategic decisions we need to make for DoDEA. I will share with you what we've gathered and then we will make decisions and dedicate ourselves to serving the best interests of our students, their achievement and their future success. Our work will be defined by our specific achievements and educational results in the form of student growth and learning.

Source: http://www.dodea.edu/upload/2014_DirectorPlan.pdf



Three Areas of Focus

1. Understanding the organization
Understanding the critical issues
Engaging the community



STRATEGIES

LOOK:

- ♦ Visit as many DoDEA schools as possible in the first 100 days.

LISTEN:

- ♦ Meet with teachers, students, parents, administrators, support staff members, school advisory councils, military commanders, association leaders, community leaders, local education agency officials, and education organization leaders.

LEARN:

- ♦ Review student achievement data, MILCON, budget, and information systems planning

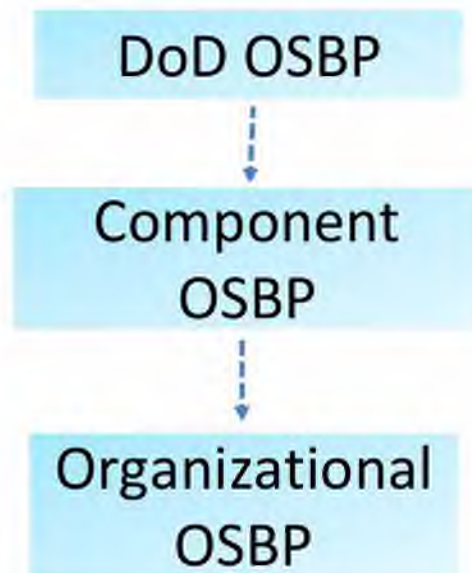
1. Identify and review authorities that govern your OSBP activities
Identify and review mission statements that could impact your OSBP activities
Use stakeholder mapping to identify key stakeholders with whom to meet





Functional Area Analyses

Functional Area





Activity 3.1, Part A: Understanding Your Functional Area

1. Work individually using the Internet to analyze your functional area by:
Reviewing authorities
Reviewing mission statements
Use stakeholder mapping to determine with whom to meet, and explore ways you could use Cialdini's Principles of Persuasion to achieve your desired results
Synthesize your findings and complete the worksheet



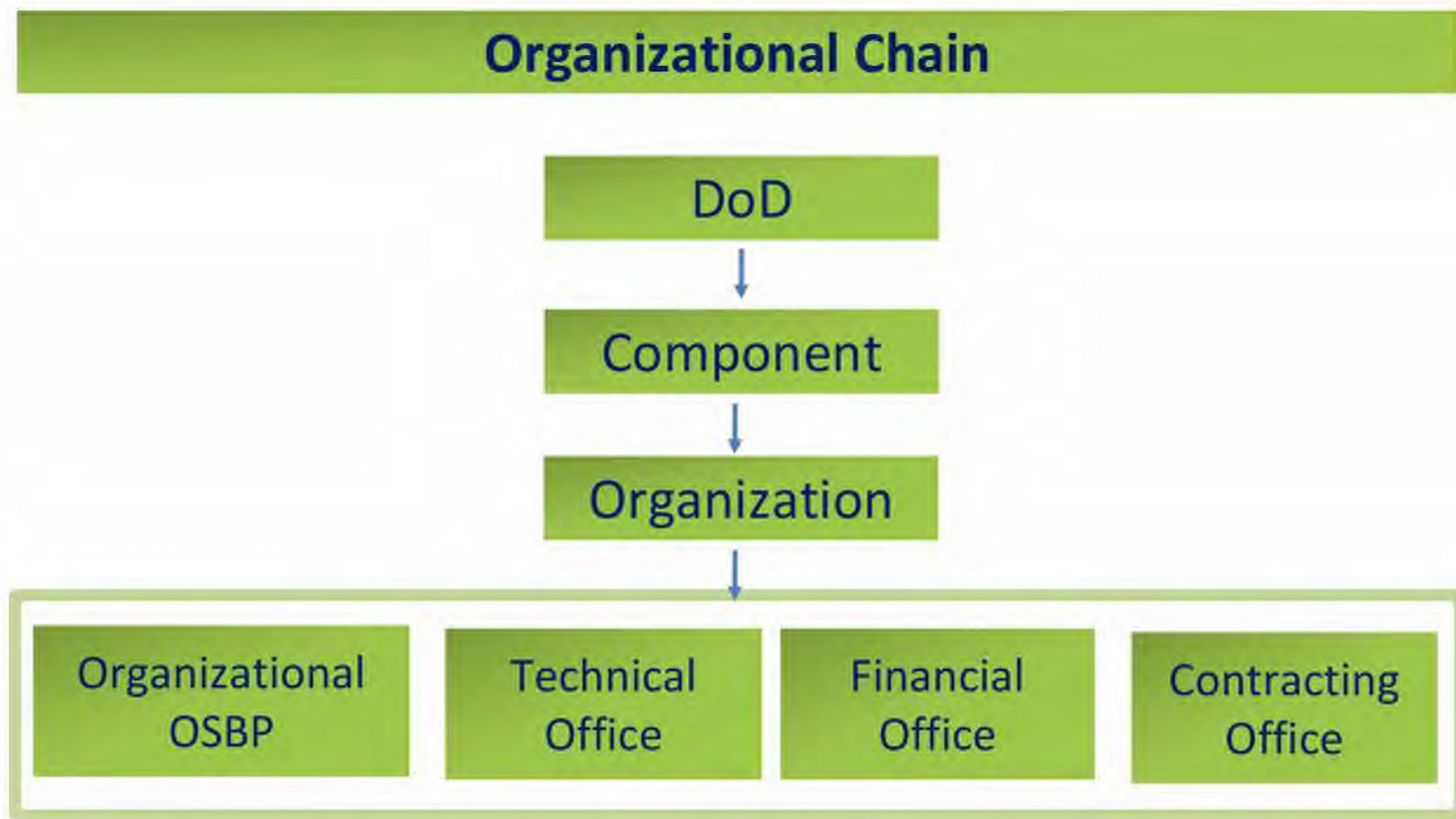
Activity 3.1, Part A: Debrief

- Which authorities govern your functional area? How do the mission statements within your functional area impact your OSBP's activities? How did you use stakeholder mapping to inform your analysis process? With which senior-level leaders within your functional area should you plan to meet? How could you apply Cialdini's Principles of





Organizational Chain Analyses



Activity 3.1, Part B: Understanding Your Organizational Chain

1. Work individually using the internet as a resource, analyze your organizational chain by
 Reviewing authorities
 Reviewing mission statements
 Use stakeholder mapping to determine with whom to meet, and explore ways you could use Cialdini's Principles of Persuasion to achieve your desired results
 Synthesize your findings and complete the worksheet



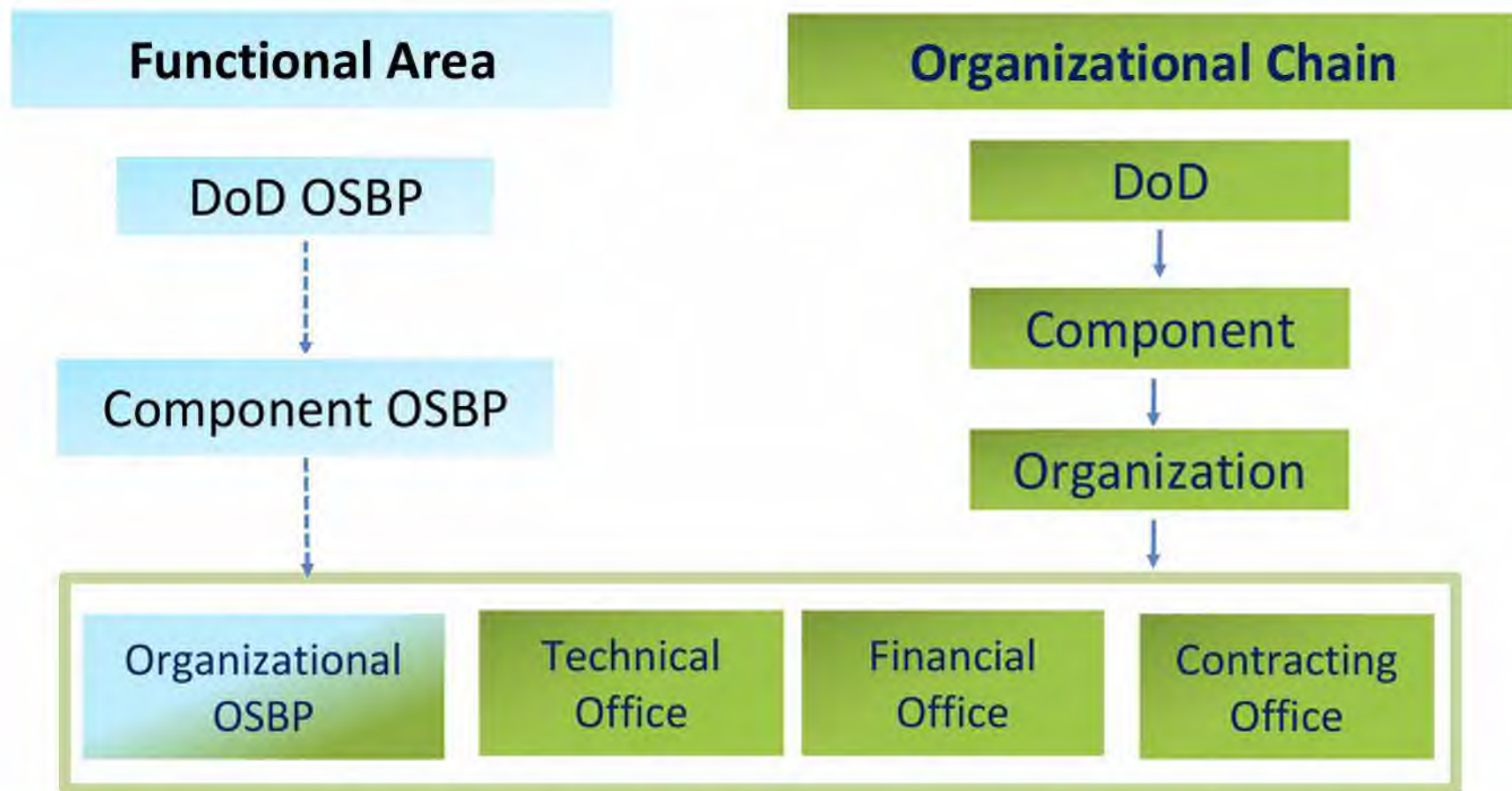
Activity 3.1, Part B: Debrief

- Which authorities govern your organizational chain? How do the mission statements within your organizational chain impact your OSBP's activities? How did you use stakeholder mapping to inform your analysis process? With which senior-level leaders within your organizational chain should you plan to meet? How could you use Cialdini's Principles of Persuasion?





Functional and Organizational Analyses





Aligning Your Functional Area and Organizational Chain

- How do your functional area and organizational chain impact your OSBP activities? In what ways are they similar? How are they different? Do they emphasize different priorities? How can you address any discrepancies between them?

- Functional authorities flow from the Small Business Act Program management, contracting, contract management, and technical personnel should not control small business personnel. Two-way discussions with senior leaders can clarify the relationship between each activity and the OSB documents and literature provide information about program focus. Functional misstatements should align



- Authorities governing the organizational chain will vary by component OSBPs must be able to articulate how they add value to the organization Key documents and literature provide information about the organization, its goals and objectives Mission statements in the organizational chain should align



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OSBP Vision and Mission

VISION. Cultivate and enhance the use of small business as an integral, agile, and responsive engine of innovation to create an economic and technological advantage, while maintaining a cost effective and competitive acquisition environment, for the DoD and the United States. MISSION. The OSBP advises the Secretary of Defense on all matters related to small business. The OSBP leads and collaborates with DoD Components and federal agencies to interpret legislation and establish policies. The office instills exemplary DoD customer service by training, mentoring, and providing guidance to the acquisition workforce and through outreach to industry. The OSBP focuses on maximizing the participation, contribution, and performance of small business in DoD acquisitions, while meeting the needs of the Nation's warfighters and national security in an efficient and cost-effective manner.

Department of Defense Office of Small Business Programs Strategic Plan 2016-2018
Acting Director, Kenyata L. Wesley



OSBP Vision and Mission

Vision: We are a network of Small Business Professionals with common values, shared knowledge and regular communication who partner with acquisition professionals seeking small businesses to fulfill DoD procurement requirements and give our Service Members the competitive advantage. Mission: We maximize opportunities for small businesses to contribute to national security by providing combat power for our troops and economic power for our nation. Department of Defense Office of Small Business Programs Strategic Plan 2018-???? (under construction) Acting Director, Dr. James L. Galvin

What are the characteristics of high-quality mission statements?



1. Reflect on your OSBP and write or refine your mission statement
Share your mission statement with your leadership partner
Make revisions based on the feedback you receive



New and existing small business leaders must: Assess the current state of their OSBP to contribute to strategic direction





Leadership Toolkit Presentations



1. Individually perform a preliminary SWOT/PESTLE analysis of your OSBPM Meet with your team to discuss your analysis results. Adjust your analysis based on team input as necessary. Be prepared to discuss your analysis during the debrief.



- During your individual analysis: What internal and external factors did you consider? What did you identify as your key strengths, weaknesses, opportunities, and threats? How did you incorporate PESTLE into your analysis? Were all elements models equally important, or did some dominate your analysis?



- During team discussions: On what areas did the team focus? What types of feedback did they offer? What new perspectives did team members suggest? How did others' perspectives affect the analysis? What changes and adjustments, if any, did you make to your original product?



- SWOT and PESTLE: Provide structured approaches for conducting organizational analysis. Are best used for strategic or business planning, decision making, or organizational change initiatives. Benefit from multiple perspectives.



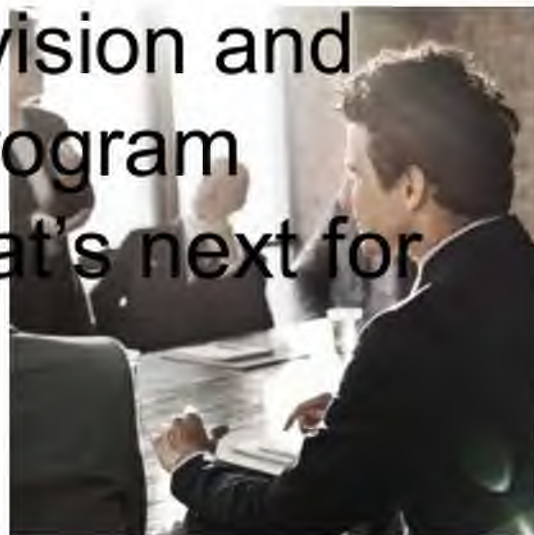
- SWOT and PESTLE both: Are simple frameworks Require multiple viewpoints Should be undertaken regularly Encourage strategic thinking, Can require time and funding



New and existing Small Business Senior Leaders must: Know and understand their visions and missions Be able to clearly articulate their visions and missions to stakeholders



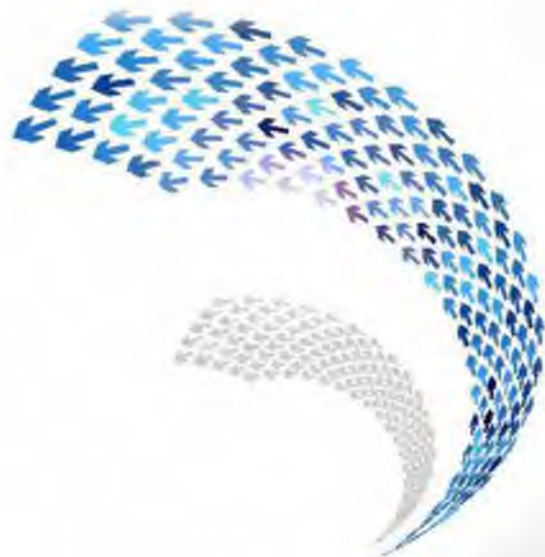
- Aligned vision and mission statements
Description of what your OSBP does
Your role within the organization
How you support the organization's vision and mission
How the small business program adds value to the organization
What's next for your office





Activity 3.4: Crafting and Presenting Your Mission Brief - **Graded Activity**

1. Develop a 5-minute PowerPoint presentation for your mission brief. Include all of the elements of a high quality mission brief. Deliver your brief to your Leadership Partner. Revise your brief based on feedback from your leadership partner. Submit your brief for grading.





Activity 3.4: Grading Rubric

Mission Brief Element Demonstrated	Points
Included all of the elements of a high-quality mission brief: Aligned mission and vision statements Description of program Role within organization Support for organization's vision and mission Added value to the organization What's next for your office	12 points
Used PowerPoint slides to articulate the information in a clear and understandable manner	4 points
Highlighted key topics for the delivery of the presentation in the notes pages, such that someone else could deliver the brief	4 points

Activity 3.4: Debrief

- How do you feel about your vision and mission statements? Do they adequately express where your OSBP is going and how you are going to get there? If you were to repeat this process back in your office, whom would you include? What additional data would you want to acquire and analyze? Under what circumstances could you envision delivering a mission brief? To whom in your organization might you deliver this brief? What challenges did you encounter developing and delivering your mission brief? How did you resolve them?



- Your mission statement should align to and support your vision statement. You need to be able to thoughtfully articulate the key elements of your programs and initiatives. Your mission brief should be targeted to a specific audience and purpose, and appeal on an emotional level and an intellectual level.

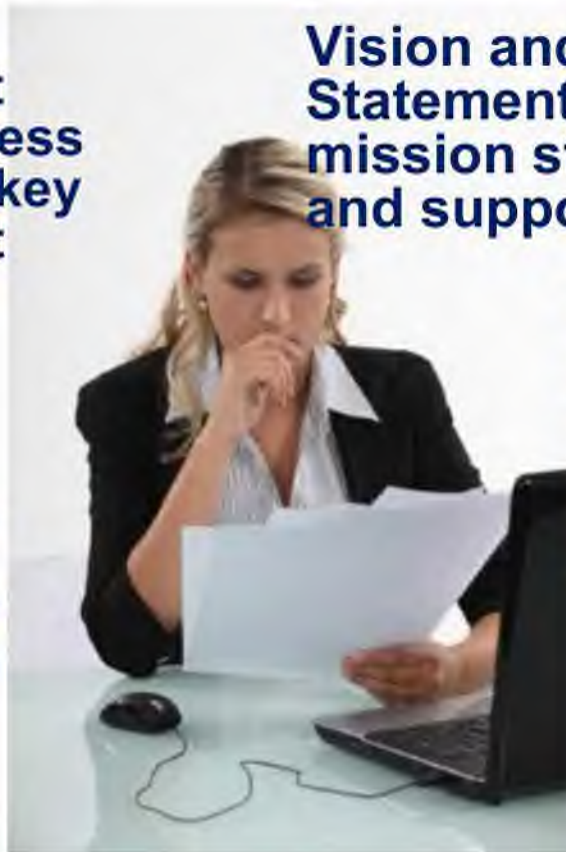


Functional Analysis

Identify authorities that govern the small business functional area
Review key documents
Learn about stakeholder interests

Organizational

Analysis
Identify authorities that govern the organizational chain
Review key documents
Learn about stakeholder interests



Vision and Mission

Statement
Ensure your OSBP mission statement (how) is aligned and supports your vision (“why”)

Office Self-

Assessment
Contribute to strategic direction by assessing the health of your OSBP using tools such as SWOT and PESTLE to provide structure

Mission Brief
Use the results of your analyses to develop information about your OSBP and strategic direction to convey to your organizational leader

- Have the analyses changed the way you think about your current position? About your role as a leader? What steps can you take to better support the vision and mission of your OSBP? Of your organization? Has the process changed the way you think about other leaders? In what way? What other insights do you have from the lesson?

