
From Chaos to Control: A Practical Framework for Achieving your Goals

Adapting Military Principles for Success in Any Endeavor

MAJ Brent Carr, Jr

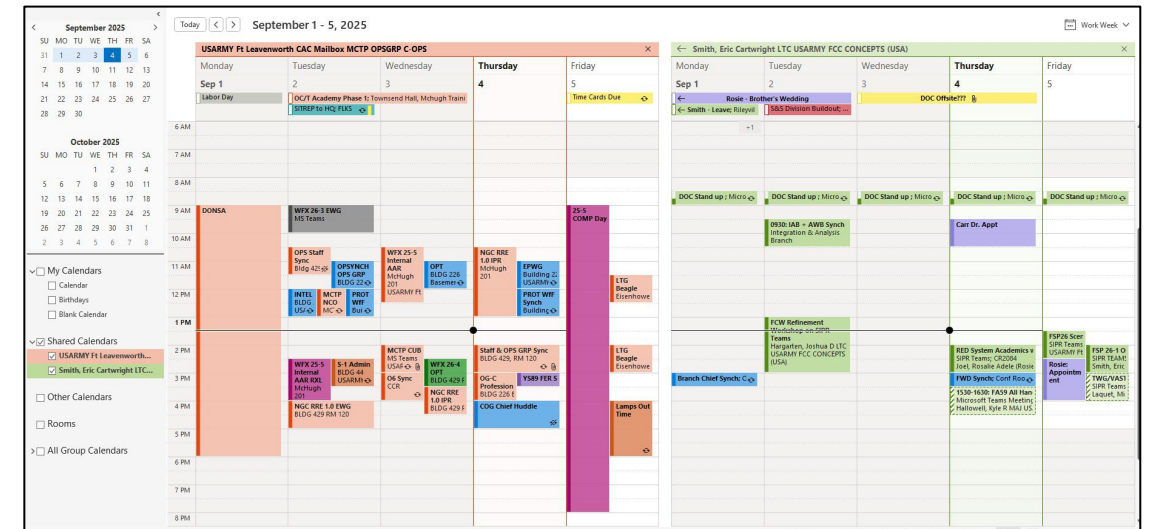
These are the views of the presenter and in no way represent the Army or the Department of Defense

- **My Work**
- **Common Traps in Daily Operations**
- **Steps to Success**
 - **Operationalize**
 - **Visualize**
 - **Plan**
 - **Assess**
- **Pitfalls**
- **Questions/Discussion**

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- **Army infantry officer with over 17 years of service**
 - **Commanded in garrison and combat**
 - **Positions held at multiple 2- and 3-star commands to include the 101st Airborne Division and the Joint Special Operations Command.**
 - **Planned and executed hundreds of discrete operations from the tactical level to operations with direct national and strategic impact.**
 - **Currently working for Transformation and Training Command (formerly Army Futures Command) in the Future Warfare Division to identify and mitigate capability gaps for the Army of 2040**

The Illusion of Control

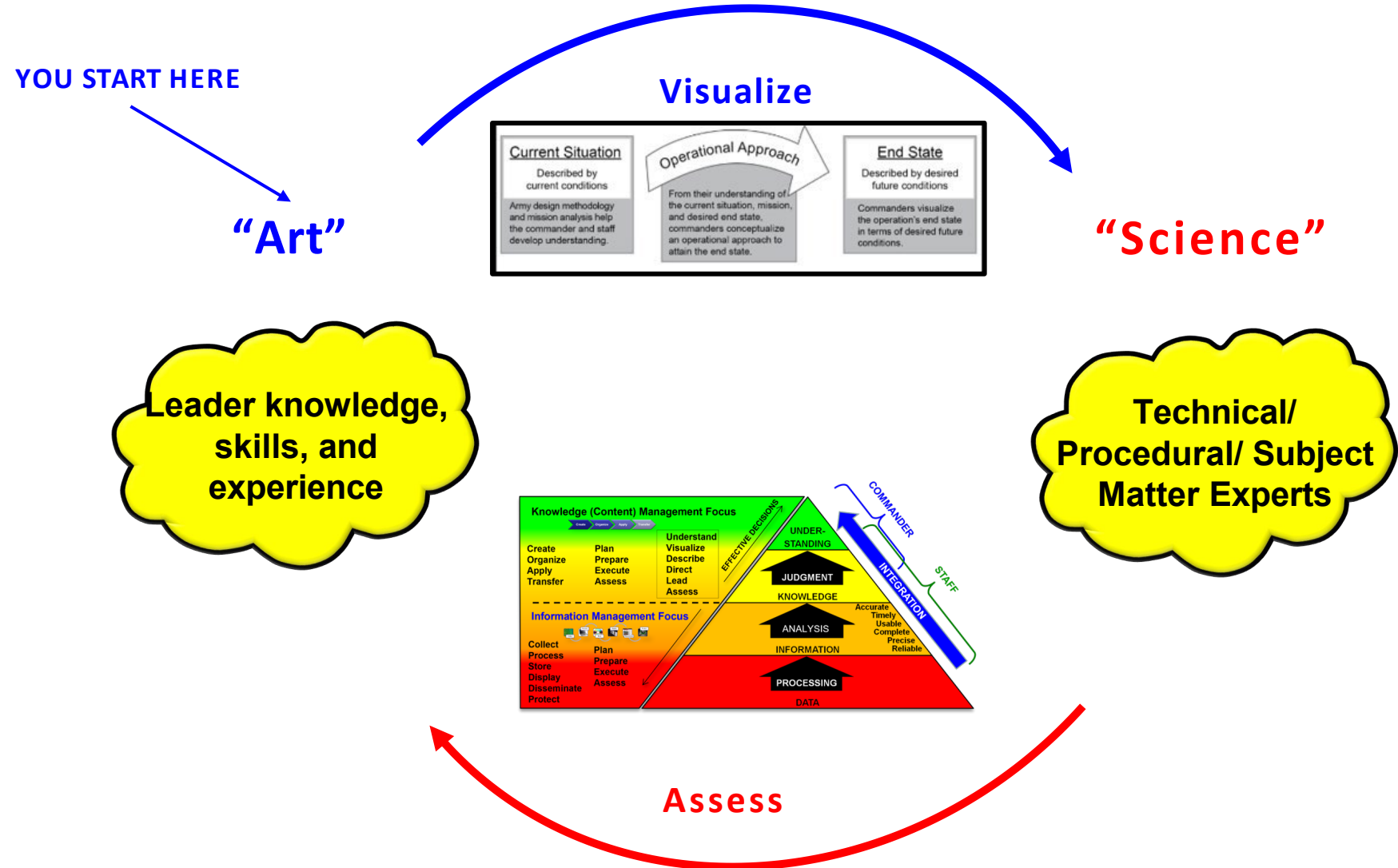
- Lack of a clear plan leads to wasted effort
- Reactive Problem Solving instead of proactive planning
- Unforeseen obstacles derail progress
- Talent Burnout and “fire-fighting”
- Distinguishing between routine and discrete problems



How do I take control of my process to enable success?

Steps to Success

- Operationalize
- Visualize
- Plan
- Assess



Operationalize – From Concept to Action

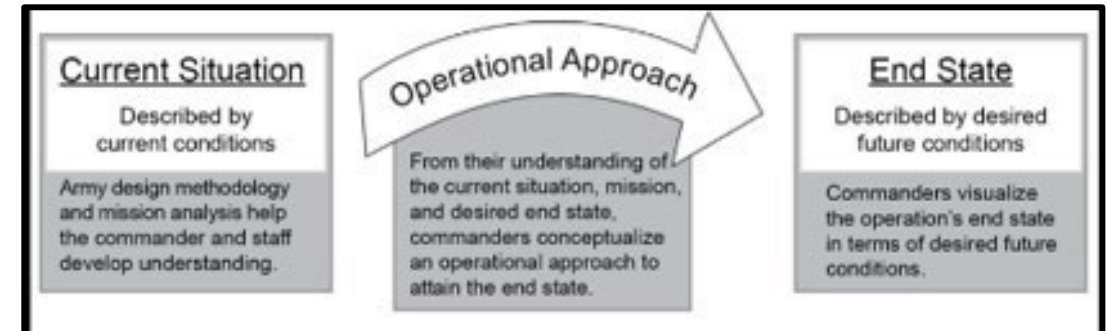
- What does it mean to Operationalize?
- The problem with “knocking down targets”
 - Lack of cohesive understanding
 - Expended effort
 - Inefficiencies
- What tools do I need to gather?
 - People
 - Reports
 - Things
- How to establish a planning timeline
 - Planning timeline vs. Operational timeline

Complex “Emergent Practice”	Complicated “Good Practice”
Chaos “Novel Practice”	Simple “Best Practice”

“A good plan violently executed now is better than a perfect plan executed next week” -GEN George S Patton

Visualize – Defining Success

- Defining the Current State
- What is an operational approach?
- Where do we want to be? (Desired End State)
- Qualitative vs. Quantitative Factors
 - Money
 - Time
 - Disposition
- Can We Measure It?



“Know the enemy and know yourself; in a hundred battles you will never be in peril”

-Sun Tzu

- The power of the “Backwards Plan”
- The Wargame
 - Understanding critical points
 - Assessment
 - Finding unknown challenges
- Technical and Institutional Experts
- Big Rocks/ Medium Rocks/ Little Rocks

*“Plans are useless, but
planning is everything”*

-GEN Dwight Eisenhower

Assess – Are We on Track?

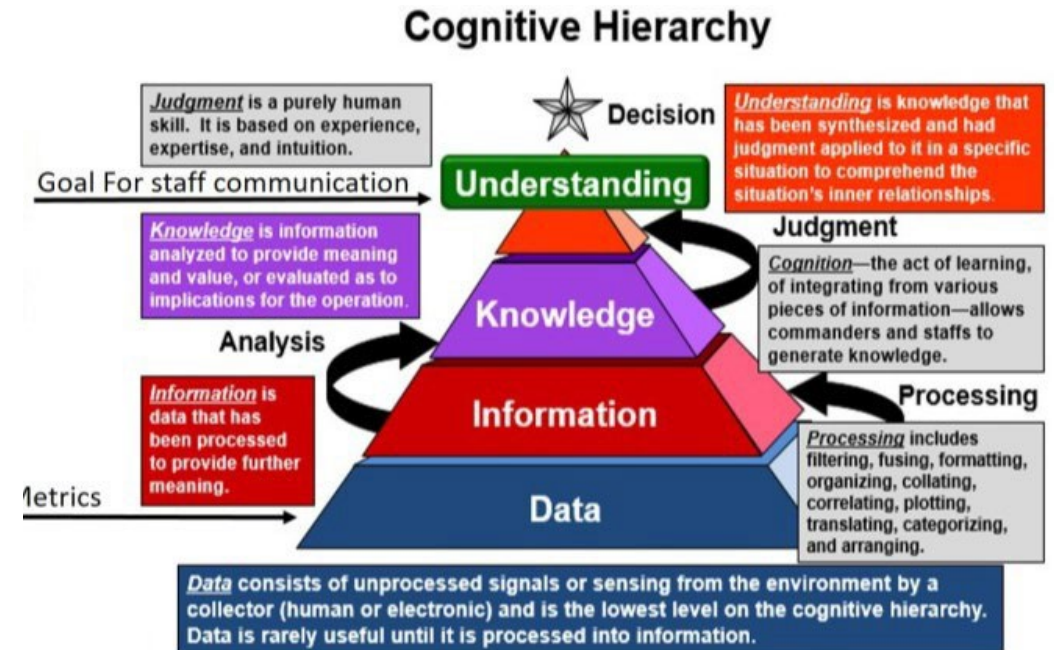
- **MOPS and MOES**

- Measures of Performance
- Measures of Effectiveness

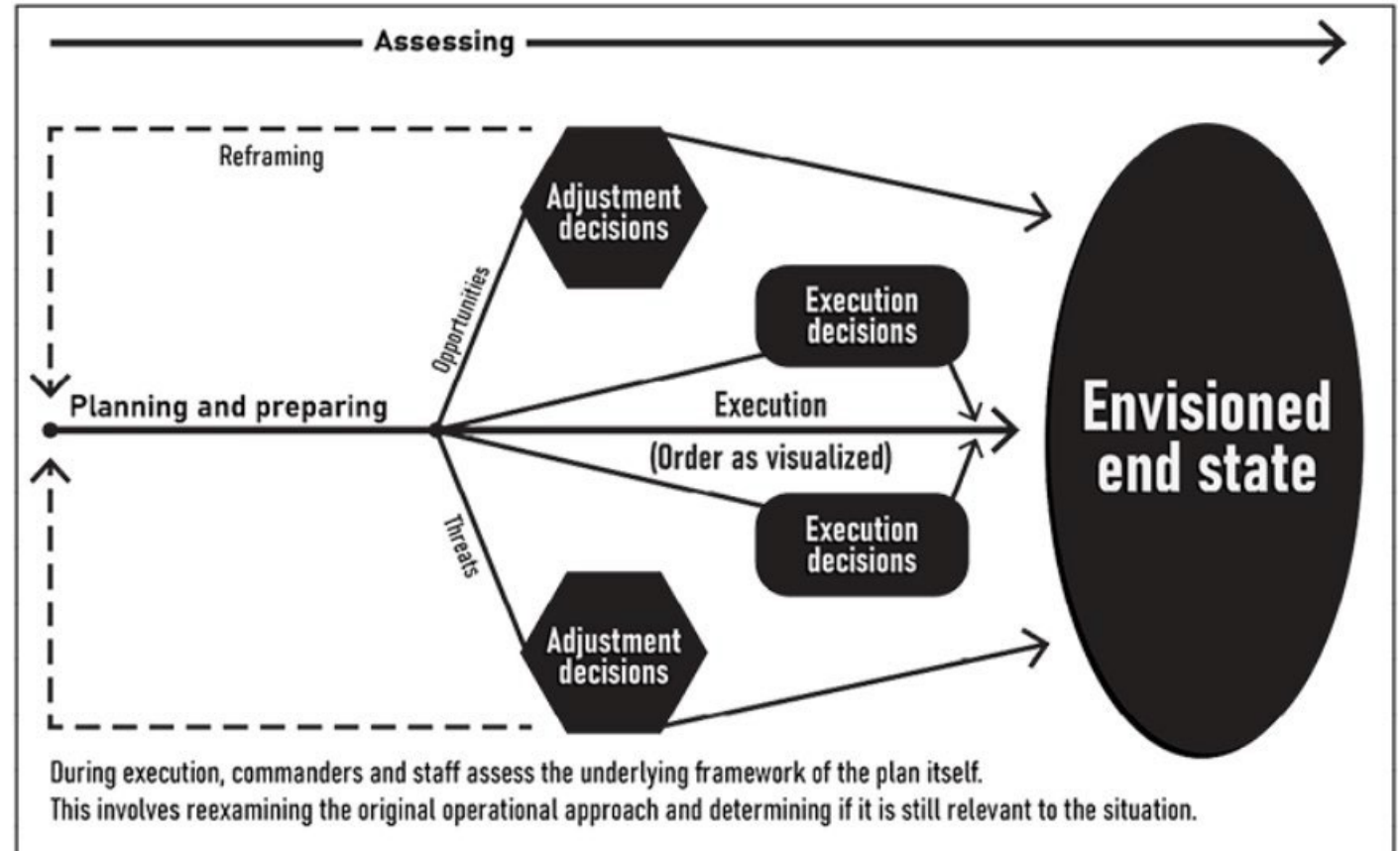
- **The Cognitive Hierarchy**

- The Danger of Data
- The Power of Understanding

- **Feed the Leader in the Way they Need**



- **Execution Decisions**
 - Planned
- **Adjustment Decisions**
 - Considered
- **Reframing**
 - Something Changed



- **Operationalize**
- **Visualize**
- **Plan**
- **Assess**

Questions/Discussion