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## Revolution in Business Practices (archived)

Monterey, California: Naval Postgraduate School.

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## Revolution in Business Practices

### Upcoming Programs

RBP FEB 02: 04 February 2002 to 15 February 2002  
 RBP JUN 02: 03 June 2002 to 14 June 2002  
 RBP AUG 02: 05 August 2002 to 16 August 2002

**Center for Executive Education**  
**Code O1E**  
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**Best Printed in Landscape Orientation**

The U.S. Navy, like many large private-sector organizations, often finds that its new 'general management' executives have not been adequately prepared for the broad and complex decision arena that they now occupy. It is increasingly the case that successful senior military officers upon being assigned to top executive program management and policy-making assignments find that they are ill prepared in terms of knowledge or skills needed to succeed in those assignments. The private sector has long recognized this problem and finds ready solutions through high quality executive development programs offered by the top graduate schools of business.

The military on the other hand has not found a consistently effective solution to its problem. In the past, many top officers attended the executive development programs at the top business schools, but found them wholly focused on private-sector perspectives and for-profit motivations.

This program fills the need for a high quality, high DoN/DoD relevant, customized executive-level residential educational program for flag-officers which serves to provide its participants with a state-of-the-art perspective on 'business management approaches' applicable to the DoN/DoD arena and with effective decision making tools and techniques appropriate to high-level military planning and policy settings.

### Vision

Create an educational experience that is so powerfully engaging due to the relevance of its content, competence of its faculty, pace and rhythm of its activities, high quality of participant interaction, and value of insights gained.

### Goals

- Provide a forum for assimilation of new ideas and examination of innovative approaches to organizational leadership and business decision making
- Reinforce critical and strategic thinking
- Clarify the link between strategic thinking and tactical action as it relates to 'business decisions'
- Provide a challenging, yet safe, forum for exploration of non-traditional executive action options
- Create a learning environment that emphasizes success through creativity and proactive leader action (de-emphasize analysis of failures and ineffective behaviors).
- Provide a forum for experiencing collaboration, debate, and teamwork among executive-level leaders.

## ***Content Overview***

The primary emphasis of the program is to expose participants to new and emerging approaches to business process improvements and to provide a forum for debating the relevance and applicability of such ideas to DoN. The program will take an executive-level perspective on a range of issues dealing with planning, budgeting, strategic thinking in the business sense, effective use and transfer of information, business process design for efficiency and effectiveness, effective implementation tactics, among others.

Presentations and discussion topics emphasize new and provocative ideas that offer promise to enhance the quality and/or speed of decisions, increase the efficiency and/or effectiveness of operations, provide leadership with improved information about results and consequences of action, or give leaders new ways of carrying out their personal responsibilities and duties. Specific topics include: how to be a good executive consumer of quality analysis; how to gain maximum leverage of information technology, keeping focused on the 'information' in IT, economics of IT investments; making change happen, managing momentum, implementation tools and tactics; benchmarking: whys and hows, 'make-buy' decisions, outsourcing: when and why, relative effectiveness of alternative organizational structures; new ways of thinking about problems, new problems, knowledge management, creating and nurturing innovation in complex organizations.

As part of this two-week experience, you will have a rewarding opportunity to meet with the NPS student population. It has been listed among the highlights for many participants, so please consider participating in this event. By speaking with this small, select group of NPS students, you will participate in a mutually rewarding exchange of ideas and information with junior officers.

Previously, discussions have revolved around career concerns of the NPS students . This may provide you an opportunity to advise and inspire, or speak of lessons you have learned during your own career. There has also been student interest in senior leader's presentations on "How can I (with my position in the Navy , USMC, etc.) serve you better?"

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