



## Command Management Review Plus (CMR+) and our 2020 Vision

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**What you see is what you get.** This is a basic principle that I have experienced time and time again. I step up to the golf tee. Using my past performance indicators, I am so confident that I'll hit the ball into the lake that I reach into my bag and pull out a special ball – my water ball. I should hardly act surprised when, just as I'd subconsciously planned, my ball lands squarely in the lake. Fortunately for us all, our organizational leaders understand this principle and have knowingly set forth a strategic vision (a conscious corporate picture) of a successful future. We are quite deliberately planning and moving toward not only surviving, but thriving in the next millennium.

Now, consider our performance measurement system using the same principle. We travel boldly in the direction of our strategic vision daily with each action we take, but each quarter we look in the rearview mirror to see how far we have traveled and count and analyze the bumps in the road. My teen son recently had his attention focused too intensely in the rearview mirror and he met his destiny in the rear end of another driver who was making an unplanned course correction. Fortunately again, this need not be the destiny of our organization. Through the evolution of our strategic planning process our corporate leaders have realized that in addition to measuring and accounting for what already, or will soon happen, we need to measure our **corporate** (across all functions) capabilities to travel the road ahead - **20** years ahead in fact. Did I say evolution? Maybe I should say revolution. Quite a cultural change really.

What type of performance measures are we talking about? Corporate health of our mission, corporate well being of our client/customer relationships, corporate capabilities & innovation (human and technological), and corporate business practice developments and improvements. That's the framework – four critical dimensions of our business. The Performance Measurement Focus Team has recently identified a dozen strategic measures that focus on the critical missing dimensions of corporate direction which are not answered by our current collection of operational measures (traditional CMR data/information). Operational measures will continue to be collected and analyzed by the responsible program managers, and assimilated for the Chief, but will only be discussed at the executive level on an exception basis; i.e. when the operational performance signals a larger impact upon corporate performance. The strategic corporate measures are intended to facilitate and focus senior executive discussions on our corporate performance targets, not just yesterday and tomorrow, but to our 2020 vision and then beyond.

Where are we in terms of implementation of the CMR+? This week (week ending 19 June), the strategic measures are being refined by associated focus teams and other Headquarters staff. MSC

input will then be invited and incorporated and ultimately our goal is to present the third quarter information/data in the new CMR+ format in August. Because the measures are strategic and corporate, additional information collection from the field offices is not anticipated but can not be confirmed until the initial measurements have been fully developed.

More information about the CMR+ can be found at <http://www.usace.army.mil/sbsp/cmr>.

In summary, we would all be well advised to never let our past performance define our future capabilities. Instead, we can use the past as a baseline to transform our future and as a measurement of how far we've come. Be sure to keep your attention focused down the road and be assured that what you'll see is what you'll get.