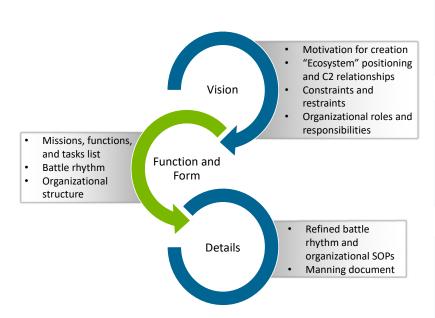


DESIGNING AND TESTING PURPOSE-BUILT ORGANIZATIONS

There is no algorithm for designing organizations and no proof before implemented that they can satisfy a need. And yet, senior leaders are regularly faced with the need to create organizations and the expectation that they will meet their intent. More challenging still, they must rationalize their resource requests for standing up the organization.

By combining our deep expertise in military organizational design and boutique wargame development capability, CNA offers a campaign plan that purpose builds and stress tests an organization—and provides analytic justification for all elements of the design. Using the "cycle of analysis" first described by CNA's world-renowned wargaming expert, Dr. Peter Perla, we leverage organizational studies, wargames, and analysis to progressively develop and refine organizations from initial concept to final manning document.

Organizational Development Lifecycle



Our Process

- <u>CNA organizational analyses</u> explore the impetus and roles for new organization
- <u>CNA wargames</u> organizational function and delivers findings
- Command develops establishing directive
- <u>CNA advises</u> on MFT and organizational structure development

Form

Function &

- CNA qualitative organizational wargame
- <u>CNA analyzes organizational dynamics</u> to recommend changes to organizational structure, processes, or areas for further development
- Manpower analysis organization develops initial manning document
- <u>CNA quantitative organizational wargame</u> to stress-test manning document
- <u>CNA analyzes billet-level</u> employment, networks to inform changes to manning document

This process is tailorable to the needs of each problem. With CNA's unique combination of analytic and wargaming expertise, we can assist existing organizations refine their roles, structure, processes, or sizing and can assist in the development of a new organization from a "clean sheet."

ABOUT CNA CORPORATION

CNA is a not-for-profit research and analysis organization with 75 years of experience providing government agencies with data-driven insights and real-world, actionable solutions grounded in our direct experience with the operational environments where these solutions are applied. CNA developed the foundational techniques for operational analysis to address complex challenges facing government programs. We have applied these techniques successfully in areas ranging from defense to aviation, education, justice, and homeland security.

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