

## Introduction

This research sets out to prove that the best approach to the development of an adaptive planning process is to use the current deliberate planning process as a baseline and apply information technology in a collaborative information environment while eliminating all non-value added activity.

The methodology used develops an understanding of the intent of adaptive planning as envisioned by senior leadership in DoD. With that understanding clearly in mind, the research outlines the essential elements of the existing deliberate planning process. Then, using comparative analysis of the essential difference between expectations for adaptive planning and conditions for the existing deliberate process, the research indicates fertile areas within existing planning processes for the application of information technology and collaborative information environments. With that analysis in hand, specific actions are identified to transform the existing deliberate planning process into true adaptive planning. Those actions are then compared to the steps already identified in the Office of the Secretary of Defense to achieve a new adaptive planning process. That comparison yields proof that it is more efficient and effective to use the existing deliberate planning process than to create a totally new process. The methodology also considers the cultural and training requirements to move into a

**Comment:** Adaptive planning process and deliberative planning process for WHAT? A business? A corporate board? A plan to overhaul public schools? I am very unclear after reading the first two paragraphs just what this paper is about. I know it is about some planning process needing to be amended, but I have no clue what the planning or the process is for. Specify. Even if your audience already knows what the topic of your paper is about, specify. Never assume that your reader has more information than you yourself – in your paper – have given him or her.

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