

FROM	TO	HOW	SO WHAT
Severe systemic and structural imbalances/dominated by agency stovepipes/ lowest-common denominator consensus/paced to slowest player/no system development	Focus on national missions/unity of effort/highly collaborative whole-of government solutions/ decisive/agile	Create integration authorities and principles/strengthen capacity and support of National Security Staff/ personnel and information management reforms	<b>Enables the nation to deal effectively and efficiently with complex problems</b>
Lack of integrated national strategy/no strategic context for resource decisions/biased stovepipe control of resources to narrow agency capabilities, not national missions	Strategy-driven decision-making/resources aligned with strategic objectives/funding appropriately balanced across all instruments of power	Quadrennial National Security Review/National Security Strategy/Planning and Resource Guidance/integrated national security budgets	<b>Provides better security for reduced expenditures, maybe a savings of \$100 billion per annum</b>
Highly reactive, no strategic management/many process functions unperformed/ excessively narrow scope of national security	Strategic management of end-to-end processes/system addresses full spectrum of national security risks and opportunities/uses foresight to anticipate	Redefined role for National Security Staff/recruit strategic managers/ fundamental redefinition of national security/foresight development	<b>With a system that is strategic, anticipatory, and alert to all risks and opportunities, creates time to effectively address problems and pursue opportunities and maintains a competitive edge</b>
Overburdened and under resourced National Security Staff/unable to handle complexity and rate of change/can focus only on the urgent and daily in-box/ staff burnout	National Security Staff focused on high policy, grand strategy, and strategic management/ issue management decentralized to interagency entities focused on national outcomes	Washington-based interagency teams/integrated Regional Centers/common map of world regions/interagency task forces/unified county teams	<b>Provides the capacity to address important issues at the highest level while ensuring the effective implementation of policy decisions</b>
Fragmented legislative oversight/no whole-of-government perspective/weak representation of soft power instruments/reinforces divisions in Executive Branch	Effective congressional oversight of and support for national missions and interagency activities/ appropriate support for all instruments of national power	Select committees on national security/revitalize foreign policy committees/consolidate homeland security oversight	<b>Maintains a vigorous system of checks and balances/restores role as nation's board of directors/enables Congress to contribute to development of national security system</b>