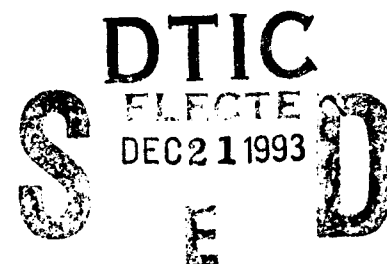


AFIT/GLM/LAC/93S-21

AD-A273 947



**ASSESSMENT OF THE EFFECTIVENESS
OF THE UNITED STATES AIR FORCE
AND SELECTED UNIT VISION
STATEMENTS**

THESIS

**Joseph N. Gomes, Captain, USAF
Quinn A. Gummel, First Lieutenant, USAF**

AFIT/GLM/LAC/93S-21

Approved for Public release; distribution unlimited

93-30711



93 12 01 05 0

The views expressed in this thesis are those of the authors and do not reflect the official policy or position of the Department of Defense or the U.S. Government.

Accession For	
NTIS	CRA&I
DTIC	TAB
Unannounced	
Justification	
By	
Distribution /	
Availability Codes	
Dist	Avail and / or Special
A-1	

DTIC QUALITY INSPECTED 3

AFIT/GLM/LAC/93S-21

**ASSESSMENT OF THE EFFECTIVENESS OF THE UNITED STATES AIR
FORCE AND SELECTED UNIT VISION STATEMENTS**

THESIS

**Presented to the Faculty of the Graduate School of Logistics and Acquisition
Management of the Air Force Institute of Technology**

Air University

**In Partial Fulfillment of the
Requirements for the Degree of
Master of Science in Logistics Management**

**Joseph N. Gomes, B.S.
Captain, USAF**

**Quinn A. Gummel, B.S.
First Lieutenant, USAF**

September 1993

Approved for Public release; distribution unlimited

Acknowledgements

This thesis would not have been accomplished without the assistance of many individuals. We would like to first extend our appreciation to the members of the 23D Wing, 28th Bomb Wing, Space and Missile Systems Center, and the 394th Transportation Squadron for their participation in the survey. In particular, thanks go to the quality office personnel who assisted us in this research effort. We would also like to extend our thanks to our committee advisors, Lieutenant Colonel (Ret.) Larry W. Emmelhainz and Major Kevin P. Grant, who, through their patient efforts, kept us on the right track and repeatedly introduced us to the world of nonparametric statistics.

Special thanks are extended to Pam, Carlie, and Torie Gomes for enduring a truly challenging time. Without their understanding and support throughout the time at AFIT, the past 18 months would have been impossible. Throughout the long nights, and even the move to a new home during the final thesis crunch, their support was invaluable.

Joseph N. Gomes and Quinn A. Gummel

Table of Contents

	Page
Acknowledgements	ii
List of Figures	vi
List of Tables	xii
Abstract	xix
 I. Introduction	 1
General Issue	1
Purpose of Study	3
Research Questions	3
Investigative Questions	5
Hypotheses	5
Scope	5
Research Overview	6
 II. Literature Review	 8
Introduction	8
What Are Vision Statements	8
Purpose	9
Renewed Interest	12
Essential Elements	14
Clear Image of a Future End State	15
Realistic and Attainable Goal	16
Sense of Ownership	17
Excitement	18
External Focus	19
Summary	20
 III. Methodology	 22
Chapter Overview	22
Experimental Design	22
Data Collection Method	23
Survey Development	24
Reliability	25
Population and Sample	27
Sample Size	29

	Page
Survey Instrument	29
Importance of Vision Statements	29
Importance of Essential Vision Statement Elements	30
Effectiveness of Air Force and Subordinate Vision Statements	31
Continuing the Visioning Process	33
Implementing the Vision	33
Statistical Procedures	35
Research Assumptions	37
 IV. Results	 39
Introduction	39
Investigative Questions	39
Importance of Vision Statements.	39
Elements of Effective Vision Statements.	41
Importance of the Elements.	41
USAF Vision Statement Incorporation of the Elements.	43
Overall Effectiveness of the USAF Vision Statement.	45
Overall Effectiveness of Subordinate Unit Vision Statements.	47
Air Combat Command Mission Statement.	47
23D Wing Mission Statement.	48
28th BW Mission Statement.	49
SMC Vision Statement.	50
Lackland Training Center Statement.	51
Importance of Continuing the Visioning Process.	52
Subordinate Vision Statement Incorporation of Elements.	53
Air Combat Command Mission Statement.	53
23D Wing Mission Statement.	55
28th BW Mission Statement.	56
SMC Vision Statement.	58
Lackland Training Center Statement.	59
Implementation of the Visioning Process.	61
Air Force Vision Statement.	61
Air Combat Command Mission Statement.	63
23D Wing Mission Statement.	66
28th BW Mission Statement.	68
SMC Vision Statement.	71
Lackland Training Center Statement.	73
Research Questions	75
Research Question #1 Perceived Importance of Vision Statements	75
Research Question #2 USAF Vision Statement Element Incorporation	75
Research Question #3 Effectiveness of Statements	75

	Page
Research Question #4 Continuation of the Visioning Process	75
Research Question #5 Subordinate Statement Element	
Incorporation	75
Summary of Findings	76
V. Discussion and Conclusions	79
Introduction	79
Implications of Findings	79
Research Limitations	81
Conclusions and Recommendations	82
Appendix A	
Survey Instruments	85
Appendix B	
Hypothesis and Survey Question Reference Table.....	111
Appendix C	
Statistical Test Results	114
Appendix D	
Additional Frequency Distributions	184
Bibliography.....	212
Vita.....	215

List of Figures

Figure	Page
1. Strategic Planning Process	10
2. Comparison of Responses on Question #3	26
3. Comparison of Responses on Question #31	27
4. Kruskal-Wallis Contingency Table (Conover,1980	36
5. Perceived Importance of an Air Force Vision Statement (Q3)	40
6. Perceived Importance of an Air Force Vision Statement (Q6)	40
7. Perceived Importance of Elements	42
8. Effectiveness in Incorporating Elements	44
9. Perceived Effectiveness of the Air Force Vision Statement	46
10. Perceived Effectiveness of the Air Force Vision Statement (by rank)	47
11. Perceived Effectiveness of the 28th BW Mission Statement (by experience)	49
12. Perceived Effectiveness of the Lackland Training Center Statement (by rank)	52
13. Effectiveness in Incorporating the Elements (ACC)	54
14. Effectiveness in Incorporating the Elements (23D Wing)	55
15. Effectiveness in Incorporating the Elements (28th BW)	57
16. Effectiveness in Incorporating the Elements (SMC)	58
17. Effectiveness in Incorporating the Elements (Lackland)	60
18. Frequency the Air Force Vision Statement is Seen or Heard	61
19. Perceived Significance of the Air Force Vision Statement in Daily Activities	62

Figure	Page
20. Frequency the Air Force Vision Statement is Seen or Heard (by rank).....	62
21. Frequency the Air Force Vision Statement is Seen or Heard (by location)	63
22. Frequency the Air Combat Command Mission Statement is Seen or Heard	64
23. Perceived Significance of the Air Combat Command Mission Statement in Daily Activities	64
24. Frequency the Air Combat Command Mission Statement is Seen or Heard (by rank)	65
25. Frequency the Air Combat Command Mission Statement is Seen or Heard (by experience)	66
26. Frequency the 23D Mission Statement is Seen or Heard	67
27. Perceived Significance of the 23D Mission Statement in Daily Activities	67
28. Frequency the 23D Mission Statement is Seen or Heard (by rank)	68
29. Frequency the 28th Mission Statement is Seen or Heard	69
30. Perceived Significance of the 28th Mission Statement in Daily Activities	69
31. Frequency the 28th Mission Statement is Seen or Heard (by rank)	70
32. Frequency the 28th Mission Statement is Seen or Heard (by experience)	71
33. Frequency the SMC Vision Statement is Seen or Heard	72
34. Perceived Significance of the SMC Vision Statement in Daily Activities	72
35. Frequency the Lackland Statement is Seen or Heard	73
36. Perceived Significance of the Lackland Statement in Daily Activities	74

Figure	Page
37. Perceived Importance of an Air Force Vision Statement (by rank)	184
38. Perceived Importance of an Air Force Vision Statement (by experience)	184
39. Perceived Importance of an Air Force Vision Statement (by location)	185
40. Perceived Importance of Elements (E-1 to E-3)	185
41. Perceived Importance of Elements (E-4 to E-6)	186
42. Perceived Importance of Elements (E-7 to E-9)	186
43. Perceived Importance of Elements (O-1 to O-3)	187
44. Perceived Importance of Elements (O-4 to O-6)	187
45. Perceived Importance of Elements (Civilian)	188
46. Perceived Importance of Elements (< 4 yrs).....	188
47. Perceived Importance of Elements (>4 but < 8 yrs).....	189
48. Perceived Importance of Elements (8 to 15 yrs).....	189
49. Perceived Importance of Elements (>15 yrs).....	190
50. Perceived Importance of Elements (23D Wing)	190
51. Perceived Importance of Elements (28th BW).....	191
52. Perceived Importance of Elements (394th).....	191
53. Perceived Importance of Elements (SMC)	192
54. Perceived Effectiveness of the Air Force Vision Statement (by experience)	192
55. Perceived Effectiveness of the Air Force Vision Statement (by location).....	193
56. Perceived Effectiveness of the ACC Mission Statement (by rank)	193

Figure	Page
57. Perceived Effectiveness of the ACC Mission Statement (by experience)	194
58. Perceived Effectiveness of the ACC Vision Statement (by location)	194
59. Perceived Effectiveness of the 23D Wing Mission Statement (by rank)	195
60. Perceived Effectiveness of the 23D Wing Mission Statement (by experience)	195
61. Perceived Effectiveness of the 28th BW Mission Statement (by rank)	196
62. Perceived Effectiveness of the SMC Vision Statement (by rank)	196
63. Perceived Effectiveness of the SMC Vision Statement (by experience)	197
64. Perceived Effectiveness of the Lackland Training Center Statement (by experience)	197
65. Perceived Importance of Continuing the Process at the MAJCOM Level (by rank)	198
66. Perceived Importance of Continuing the Process at the MAJCOM Level (by experience)	198
67. Perceived Importance of Continuing the Process at the MAJCOM Level (by location)	199
68. Perceived Importance of Continuing the Process at the Wing Level (by rank)	199
69. Perceived Importance of Continuing the Process at the Wing Level (by experience)	200
70. Perceived Importance of Continuing the Process at the Wing Level (by location)	200
71. Perceived Significance of the Air Force Vision Statement in Daily Activities (by rank)	201
72. Frequency the Air Force Vision Statement is Seen or Heard (by experience)	201

Figure	Page
73. Perceived Significance of the Air Force Vision Statement in Daily Activities (by experience)	202
74. Perceived Significance of the Air Force Vision Statement in Daily Activities (by location)	202
75. Perceived Significance of the Air Combat Command Mission Statement in Daily Activities (by rank).....	203
76. Perceived Significance of the Air Combat Command Mission Statement in Daily Activities (by experience)	203
77. Frequency the Air Combat Command Mission Statement is Seen or Heard (by location)	204
78. Perceived Significance of the Air Combat Command Mission Statement in Daily Activities (by location).....	204
79. Perceived Significance of the 23D Mission Statement in Daily Activities (by rank)	205
80. Frequency the 23D Mission Statement is Seen or Heard (by experience)	205
81. Perceived Significance of the 23D Mission Statement in Daily Activities (by experience)	206
82. Perceived Significance of the 28th Mission Statement in Daily Activities (by rank)	206
83. Perceived Significance of the 28th Mission Statement in Daily Activities (by experience)	207
84. Frequency the SMC Vision Statement is Seen or Heard (by rank).....	207
85. Perceived Significance of the SMC Vision Statement in Daily Activities (by rank)	208
86. Frequency the SMC Vision Statement is Seen or Heard (by experience)	208
87. Perceived Significance of the SMC Vision Statement in Daily Activities (by experience)	209

Figure	Page
88. Frequency the Lackland Statement is Seen or Heard (by rank).....	209
89. Perceived Significance of the Lackland Statement in Daily Activities (by rank)	210
90. Frequency the Lackland Statement is Seen or Heard (by experience)	210
91. Perceived Significance of the Lackland Statement in Daily Activities (by experience)	211

List of Tables

Table	Page
1. Importance of Vision Statements	30
2. Importance of Elements	30
3. Addressing the Elements	31
4. Perceived Statement Effectiveness.....	32
5. Importance of Process Continuation	33
6. Implementing the Vision.....	34
7. Perceived Importance of the Elements	42
8. Perceived Effectiveness of Incorporating the Elements (USAF).....	45
9. Perceived Effectiveness of Incorporating the Elements (ACC).....	54
10. Perceived Effectiveness of Incorporating the Elements (23D Wing)	56
11. Perceived Effectiveness of Incorporating the Elements (28th BW)	57
12. Perceived Effectiveness of Incorporating the Elements (SMC).....	59
13. Perceived Effectiveness of Incorporating the Elements (394th).....	60
14. Summary of Significant Findings	76
15. Hypothesis & Survey Question Reference Table.....	111
16. Perceived Absolute Importance of the Air Force Vision Statement (Q3)	114
17. Perceived Relative Importance of the Air Force Vision Statement (Q6)	114
18. Air Force Vision Statement Importance as a Function of Rank.....	115
19. Air Force Vision Statement Importance as a Function of Experience.....	116
20. Air Force Vision Statement Importance as a Function of Location.....	117

Table	Page
21. Perceived Importance of a Clear Image	118
22. Perceived Importance of a Realistic Goal.....	118
23. Perceived Importance of a Sense of Ownership.....	119
24. Perceived Importance of a Sense of Excitement.....	119
25. Perceived Importance of an External Focus.....	119
26. Perceived Importance of a Clear Image as a Function of Rank	120
27. Perceived Importance of a Realistic Goal as a Function of Rank.....	121
28. Perceived Importance of a Sense of Ownership as a Function of Rank.....	121
29. Perceived Importance of a Sense of Excitement as a Function of Rank	121
30. Perceived Importance of an External Focus as a Function of Rank.....	122
31. Perceived Importance of a Clear Image as a Function of Experience	123
32. Perceived Importance of a Realistic Goal as a Function of Experience	123
33. Perceived Importance of a Sense of Ownership as a Function of Experience.....	123
34. Perceived Importance of a Sense of Excitement as a Function of Experience.....	124
35. Perceived Importance of an External Focus as a Function of Experience.....	124
36. Perceived Importance of a Clear Image as a Function of Location	125
37. Perceived Importance of a Realistic Goal as a Function of Location	126
38. Perceived Importance of a Sense of Ownership as a Function of Location.....	126
39. Perceived Importance of a Sense of Excitement as a Function of Location.....	126

Table	Page
40. Perceived Importance of an External Focus as a Function of Location.....	127
41. Air Force Vision Statement Incorporation of Clear Image	127
42. Air Force Vision Statement Incorporation of Realistic Goal	128
43. Air Force Vision Statement Incorporation of Ownership	128
44. Air Force Vision Statement Incorporation of Excitement	128
45. Air Force Vision Statement Incorporation of External Focus.....	129
46. Effectiveness of Air Force Vision Statement	129
47. Effectiveness of Air Force Vision Statement (by rank)	130
48. Effectiveness of Air Force Vision Statement (by experience).....	131
49. Effectiveness of Air Force Vision Statement (by location)	132
50. Effectiveness of ACC Mission Statement.....	132
51. Effectiveness of ACC Mission Statement (by rank)	133
52. Effectiveness of ACC Mission Statement (by experience).....	134
53. Effectiveness of ACC Mission Statement (by location)	135
54. Effectiveness of 23D Wing Mission Statement	135
55. Effectiveness of 23D Wing Mission Statement (by rank)	136
56. Effectiveness of 23D Wing Mission Statement (by experience)	137
57. Effectiveness of 28th BW Mission Statement.....	137
58. Effectiveness of 28th BW Mission Statement (by rank).....	138
59. Effectiveness of 28th BW Mission Statement (by experience)	139
60. Effectiveness of SMC Vision Statement.....	139
61. Effectiveness of SMC Vision Statement (by rank)	140

Table	Page
62. Effectiveness of SMC Vision Statement (by experience).....	141
63. Effectiveness of Lackland Training Center Statement.....	141
64. Effectiveness of Lackland Training Center Statement (by rank).....	142
65. Effectiveness of Lackland Training Center Statement (by experience).....	143
66. Importance of Continuing the Visioning Process at MAJCOM Level	143
67. Importance of Continuing the Visioning Process at MAJCOM Level (by rank)	144
68. Importance of Continuing the Visioning Process at MAJCOM Level (by experience).....	145
69. Importance of Continuing the Visioning Process at MAJCOM Level (by location)	146
70. Importance of Continuing the Visioning Process at Wing Level	146
71. Importance of Continuing the Visioning Process at Wing Level (by rank)	147
72. Importance of Continuing the Visioning Process at Wing Level (by experience)	148
73. Importance of Continuing the Visioning Process at Wing Level (by location).....	149
74. ACC Mission Statement Incorporation of Clear Image	149
75. ACC Mission Statement Incorporation of Realistic Goal.....	150
76. ACC Mission Statement Incorporation of Ownership	150
77. ACC Mission Statement Incorporation of Excitement	150
78. ACC Mission Statement Incorporation of External Focus.....	151
79. 23D Wing Mission Statement Incorporation of Clear Image.....	151
80. 23D Wing Mission Statement Incorporation of Realistic Goal	152

Table	Page
81. 23D Wing Mission Statement Incorporation of Ownership	152
82. 23D Wing Mission Statement Incorporation of Excitement.....	152
83. 23D Wing Mission Statement Incorporation of External Focus	153
84. 28th BW Mission Statement Incorporation of Clear Image.....	153
85. 28th BW Mission Statement Incorporation of Realistic Goal.....	154
86. 28th BW Mission Statement Incorporation of Ownership	154
87. 28th BW Mission Statement Incorporation of Excitement	154
88. 28th BW Mission Statement Incorporation of External Focus	155
89. SMC Vision Statement Incorporation of Clear Image	155
90. SMC Vision Statement Incorporation of Realistic Goal.....	156
91. SMC Vision Statement Incorporation of Ownership	156
92. SMC Vision Statement Incorporation of Excitement.....	156
93. SMC Vision Statement Incorporation of External Focus	157
94. Lackland Training Center Statement Incorporation of Clear Image.....	157
95. Lackland Training Center Statement Incorporation of Realistic Goal.....	158
96. Lackland Training Center Statement Incorporation of Ownership	158
97. Lackland Training Center Statement Incorporation of Excitement	158
98. Lackland Training Center Statement Incorporation of External Focus	159
99. Frequency Air Force Vision Statement Seen or Heard.....	159
100. Significance of Air Force Vision Statement	160
101. Frequency Air Force Vision Statement Seen or Heard as a Function of Rank	161
102. Significance of Air Force Vision Statement as a Function of Rank	161

Table	Page
103. Frequency Air Force Vision Statement Seen or Heard as a Function of Experience.....	162
104. Significance of Air Force Vision Statement as a Function of Experience.....	162
105. Frequency Air Force Vision Statement Seen or Heard as a Function of Location.....	163
106. Significance of Air Force Vision Statement as a Function of Location.....	164
107. Frequency ACC Mission Statement Seen or Heard.....	164
108. Significance of ACC Mission Statement	165
109. Frequency ACC Mission Statement Seen or Heard as a Function of Rank	166
110. Significance of ACC Mission Statement as a Function of Rank	166
111. Frequency ACC Mission Statement Seen or Heard as a Function of Experience.....	167
112. Significance of ACC Mission Statement as a Function of Experience.....	167
113. Frequency ACC Mission Statement Seen or Heard as a Function of Location.....	168
114. Significance of ACC Mission Statement as a Function of Location	169
115. Frequency 23D Wing Mission Statement Seen or Heard	169
116. Significance of 23D Wing Mission Statement.....	170
117. Frequency 23D Wing Mission Statement Seen or Heard as a Function of Rank (Q46).....	171
118. Significance of 23D Wing Mission Statement as a Function of Rank.....	171
119. Frequency 23D Wing Mission Statement Seen or Heard as a Function of Experience (Q46).....	172
120. Significance of 23D Wing Mission Statement as a Function of Experience.....	172

Table	Page
121. Frequency 28th BW Mission Statement Seen or Heard	173
122. Significance of 28th BW Mission Statement	173
123. Frequency 28th BW Mission Statement Seen or Heard as a Function of Rank	174
124. Significance of 28th BW Mission Statement as a Function of Rank	174
125. Frequency 28th BW Mission Statement Seen or Heard as a Function of Experience	175
126. Significance of 28th BW Mission Statement as a Function of Experience	176
127. Frequency SMC Vision Statement Seen or Heard	176
128. Significance of SMC Vision Statement	177
129. Frequency SMC Vision Statement Seen or Heard as a Function of Rank	178
130. Significance of SMC Vision Statement as a Function of Rank (Q33)	178
131. Frequency SMC Vision Statement Seen or Heard as a Function of Experience	179
132. Significance of SMC Vision Statement as a Function of Experience	179
133. Frequency Lackland Training Center Statement Seen or Heard	180
134. Significance of Lackland Training Center Statement	180
135. Frequency Lackland Training Center Statement Seen or Heard as a Function of Rank	181
136. Significance of Lackland Training Center Statement as a Function of Rank	182
137. Frequency Lackland Training Center Statement Seen or Heard as a Function of Experience	183
138. Significance of Lackland Training Center Statement as a Function of Experience	183

Abstract

This study assessed the Air Force and subordinate unit vision statements to determine how effectively current Air Force efforts provide vision for Air Force personnel. There were two main parts to the research: a literature review, and a field survey of various Air Force units to assess the effectiveness of the Air Force visioning process. A review of literature revealed the definition of, and role for, vision statements, and identified five essential elements for effective vision statements. The elements of effective vision statements were found to be: a clear image of a future end state; a realistic and attainable goal; a sense of ownership; excitement; and, an external focus. Several Air Force organizations were surveyed to assess current Air Force visioning efforts. The survey revealed that Air Force personnel perceive the Air Force vision statement to be moderately important, and somewhat effective. Continuing the visioning process at lower levels was perceived to be important. An evaluation of the one MAJCOM and four unit statements revealed current visioning efforts to be marginally effective.

ASSESSMENT OF THE EFFECTIVENESS OF THE UNITED STATES AIR FORCE AND SELECTIVE UNIT VISION STATEMENTS

I. Introduction

General Issue

Organizations throughout the military are undergoing major downsizing and restructuring efforts due to perceived changes in threat and budget reductions. Evidence of these downsizing efforts in the Air Force include a decrease of 158,000 personnel from 1986 to 1993, and a projected further decrease of 24,000 active duty authorizations by 1994 (Air Force Almanac, 1993: 29). These reductions amount to a thirty percent reduction over the past seven years. Early retirement and Reduction In Force (RIF) boards are creating an air of uncertainty for many, and are bringing some careers to an earlier than expected end. Accompanying these personnel reductions and shrinking budgets is a wide spread restructuring of the Air Force. Some examples of the magnitude of this restructuring effort include the merging of the Air Force Logistics Command with the Air Force Systems Command into the Air Force Materiel Command, the dissolution of the Strategic Air Command, and the birth of the Air Combat and Air Mobility Commands. With personnel moving into newly created organizations with recently developed objectives, it is important that everyone in these organizations have a clear understanding of what their role is and what the organization aspires to be. One of the most important and effective ways to keep employees focused is through the use of vision statements (Collins & Porras.

1991: 30). These statements represent "a clearly articulated vision of the future that is at once simple, easily understood, clearly desirable, and energizing" (Bennis & Nanus, 1985: 103). Further review of the leadership and organizational restructuring literature suggests that leaders must begin organizational restructuring efforts by focusing on the stated purpose, or vision of the organization in order to provide identity, purpose and objectives for the organization (Collins & Porras, 1991: 30-31; DRI, 1989: 1-11; Janson & Gunderson, 1990: 35-38). The corporate world has long recognized that vision is essential to building an enduring, great organization (Collins & Porras, 1991: 30; Collins & Lazier, 1993: 61). Realizing the need to create and articulate a shared vision, the Air Force developed the following vision statement:

Air Force people building the world's most respected air and space force. . .
global power and reach for America.

This statement is intended to provide focus and direction for all members of the Air Force. Collins and Porras suggest that "vision setting should take place at all levels of an organization and each group should set its own vision - consistent, of course, with the overall vision" (1991:32). In an attempt to bring the Air Force vision statement closer to their people, several Air Force organizations have continued the visioning process by developing individual statements that tie their specific activities to the overall Air Force vision. Although these statements are referred to as "vision statements" in this study, they merely clarify how the units' specific activities contribute to the overall Air Force vision. They were not developed to replace or displace the single Air Force vision statement.

Purpose of Study

Given that the Air Force developed a single, comprehensive vision statement to provide vision for the entire Air Force, the objective of this research is to evaluate how well the Air Force vision statement, as well as continuation efforts by subordinate organizations, provide vision for Air Force personnel. Specifically, do these statements adequately provide vision for all Air Force personnel? If they do not, why do they not, and how can the Air Force vision be improved?

Research Questions

Five research questions were developed to address the effectiveness of the Air Force visioning process.

1. To what extent do Air Force personnel perceive vision statements to be important?
2. To what extent do Air Force personnel perceive the Air Force vision statement to possess the characteristics associated with effective vision statements?
3. What is the perceived overall effectiveness of the Air Force and subordinate vision statements?
4. Do Air Force personnel perceive the continuation of the visioning process to be important?
5. To what extent do Air Force personnel perceive the subordinate vision statements to possess the characteristics associated with effective vision statements?

In assessing the effectiveness of the Air Force process, it was deemed necessary to begin by examining the importance of vision statements. If Air Force

personnel do not see the need to possess a vision statement, then efforts by Air Force leadership to develop an effective vision process through the use of vision statements will be in vain. The first research question addresses the overall need for Air Force vision statements. The second research question addresses the elements of effective vision statements, as identified in the literature review, and seeks to determine whether the Air Force vision statement possesses those characteristics. This question allows for an analysis of the overall effectiveness of the Air Force vision statement by identifying possible areas where the statement could be improved. The value of this information in this research is seen only if the Air Force vision statement is perceived to be ineffective. If the statement is perceived to be ineffective, then ideas can be presented for areas of improvement. If the statement is perceived as effective, but does not contain the purported essential elements, the elements identified may be incorrect, or incomplete. To assess the overall effectiveness of the Air Force vision statement, and subordinate statements developed through the continuation of the visioning process, the third research question was formed. Question four seeks to determine whether the efforts of subordinate units to continue the visioning process are necessary. The answer to this question may support a recommendation to continue the visioning process in subordinate units. The final research question determines whether the subordinate statements address the elements of effective vision statements identified in the literature review. As with the Air Force vision statement, this information could be used to develop or improve statements that continue the visioning process.

Investigative Questions

The following investigative questions were developed to address the five major research questions of this study:

1. How important are vision statements to Air Force personnel?
2. What are the elements of effective vision statements?
3. How important are the essential elements of vision statements perceived to be by Air Force personnel?
4. How effectively does the Air Force vision statement incorporate the essential elements of effective vision statements?
5. Overall, how effective is the Air Force vision statement?
6. Overall, how effective are subordinate unit vision statements?
7. How important is it to continue the visioning process at lower levels of Air Force organizations?
8. How effectively do subordinate unit vision statements incorporate the essential elements of effective vision statements?
9. How effective is the implementation of the visioning process?

Hypotheses

Sixty-three hypotheses were developed to answer the nine investigative questions. Table 15, in Appendix B, lists these hypotheses with their corresponding investigative and survey questions.

Scope

The scope of this research will be limited to the effectiveness of USAF vision statements. For the purposes of this study, we assert that the impact of an organization's vision statement is measured by the effect it has on the employees.

The impact of vision statements on organizational effectiveness will not be addressed. Although implementation of the visioning process is addressed in the investigative questions, only a cursory look at this area was made to determine how well these statements have been adopted. Further research in this area is needed.

Research Overview

Since vision is so important to an organization, and so little has been done to evaluate the effectiveness of current efforts, evaluation of an organization's visioning process is warranted. This study assesses the perceptions of Air Force personnel with respect to the current Air Force visioning process to determine its ability to provide motivation and focus for the Air Force. The study consists of two main parts: a literature review to examine the current body of knowledge with respect to vision, and an ex post facto field study to assess the effectiveness of the Air Force visioning process.

Chapter two covers the first step of the research, a literature review to: 1) define vision statements, 2) describe the purpose of, and reasons for renewed interest in, vision statements, and 3) determine the elements considered to be essential for an effective vision statement. The first part of the literature review establishes the definition of vision statement in order to clarify differences between vision and other organizational statements such as slogans, mission, and philosophy. Although little has been written about what vision statements actually are, there is a significant amount of literature that indicates vision is a necessary ingredient for the success of any organization (Janson & Gunderson, 1990: 35; Denton & Wisdom, 1989: 68; Hiam, 1993: 52). In the second part of the literature review, this need for vision in an organization is discussed. Once the importance

of organizational vision is established, it is necessary to determine how to create effective vision statements. The final part of the literature review discusses those elements identified in the literature as essential to effective vision statements.

In chapter three, the methodology of the study is presented. After describing the design of the study, the data collection method, survey development, and sample selection techniques are discussed. The hypotheses tested in this study, as well as the statistical procedures used to analyze the data, are also presented. Finally, any assumptions made in the course of this research project are provided at the close of chapter three.

Chapter four presents the results of the study, and chapter five provides conclusions and recommendations. In chapter four, results of each test of the 63 hypotheses in this study are provided. In addition to the statistical test results, this chapter provides descriptive data from the survey questions, and comments received from the survey participants. Finally, chapter five consists of conclusions and recommendations in light of the literature review, hypotheses test results, and comments received from study participants.

II. Literature Review

Introduction

Corporate America has long recognized the value of a clear and inspiring vision to weather the constant changes in the competitive economic climate. A look at the most successful corporations reveals that "in every case, whether at the founding, or a few years down the road, key leaders in great companies catalyze and articulate a shared vision for the organization" (Collins & Lazier, 1993: 62). Currently, the United States Air Force finds itself in a similar station, undergoing a large number of changes in response to the turbulent foreign and domestic political environment. Acknowledging the value of vision to organizational success, the Air Force created its own vision statement. The purpose of this study is to evaluate how well the Air Force vision statement, as well as continuation efforts by subordinate organizations, provide vision for Air Force personnel. To facilitate this study, this literature review provides necessary background information. Specifically, this review identifies why these statements are considered to be important, and what characteristics make some vision statements more effective than others. To accomplish this, the review provides a common definition for, purpose of, and reasons for renewed interest in vision statements. Then, the essential vision statement attributes identified in the literature are presented.

What Are Vision Statements

The word [vision] conjures up all kinds of images. We think of outstanding achievement. We think of deeply held values and beliefs that bond the people in a society together. We think of audacious, exhilarating goals that galvanize people. We think of something eternal - the underlying reasons for an organization's existence. We think of something that reaches inside us and pulls out our best efforts. And therein lies a

problem. Vision has a nice feel. We can agree that it's essential to greatness. But what exactly is it? (Collins & Lazier, 1993: 66)

Organizations refer to vision by many different names. The words: purpose, mission, values, and strategic intent are all used to define the term "vision" (Collins & Porras, 1991: 31). Collins and Porras further state that concepts such as purpose, mission, values, and strategic intent are all used to define the term "vision," but they frequently create confusion and frustration, for while these concepts are part of vision, none of them adequately encompass it (1991: 32). Simply stated, vision is "a clear picture of where you're going and how you're going to get there" (Brown, 1991: 11).

Vision is more than merely stating the purpose of one's organization, it is "a vivid picture that inspires employees and managers alike" (Benson, 1992: 16). Many organizations attempt to provide vision through the use of mission statements, corporate philosophy declarations, and other organizational statements of purpose. The basic problem with these statements is that they frequently provide nothing more than a description of the operations of the organization (Collins & Porras, 1991: 31). Vision is more than a description, more than a mission. A mission states purpose, not direction (Nanus, 1992: 31). Bennis & Nanus suggest that "the critical point is that a vision articulates a view of a realistic, credible, attractive future for the organization, a condition that is better in some important ways than what now exists" (1985: 89).

Purpose

The world is characterized by constant change, and to be successful, organizations must constantly evolve and redefine their goals. To transform themselves, organizations must articulate where they want to go and what they

want to become (Janson & Gunderson, 1990: 35). The starting point of this endeavor is the development of a clear vision to answer the question: "Where are we trying to take this [organization]" (Brown, 1992: 11). As Alexander Hiam says in his article, "Visualizing Quality," organizations have recently come to realize that the mission - strategy - plan sequence is insufficient. He further states that a compelling vision can shape the organization's mission, to strengthen the subsequent strategies and plans (Hiam, 1992: 52). Hiam's planning sequence, shown below in Figure 1, identifies vision development as the first step in the strategic planning process.

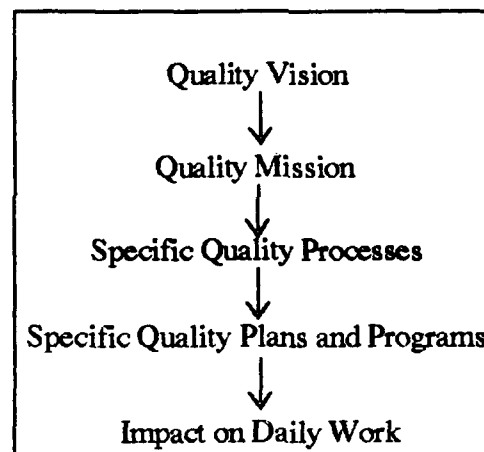


Figure 1. Strategic Planning Process (Hiam, 1992: 52)

In The Leader Manager, William Hitt agrees that knowing the direction of an organization must precede the development of programs and plans designed to guide the organization toward its objectives, goals, and vision (Hitt, 1988: 50-53). Bert Nanus says vision statements "grab the attention of those both inside and outside the organization and focus that attention on a common dream - a sense of direction that both makes sense and provides direction" (Nanus, 1992: 17). It is

not sufficient for the leadership alone to see the vision, everyone must share the vision. In "The Leadership Challenge," James Kouzes and Barry Posner suggest: "visions seen only by the leaders are insufficient to create organized movement. They must get others to see the exciting future possibilities" (1987: 80).

Selecting and articulating a vision is a difficult but essential task for the leadership of any organization. As Keith Denton and Barry Wisdom point out in their "Shared Vision" article, a review of today's most successful companies like: L.L. Bean, Hallmark, and American Airlines, illustrate the impact that a clear shared vision can have on an organization (1989: 67). "Vision," Denton and Wisdom suggest, "is more than a strategy. It is how successful companies are able to steer their personnel and other resources in the right direction. It is how management is able to get everyone pulling in the same direction" (Denton & Wisdom, 1989: 68). Collins and Lazier identify four primary benefits of vision: 1) vision forms the basis of extraordinary human effort; 2) vision provides a context for strategic and tactical decisions; 3) vision creates cohesion, teamwork, and community; and 4) vision lays the groundwork for the company to evolve past dependence on a few key individuals (1993: 63). Kouzes and Posner identify several positive effects vision can have on the members of an organization. In one of their studies, they found that managers who felt senior management had effectively communicated the organization's vision reported significantly higher levels of:

- Job satisfaction
- Commitment
- Loyalty
- Esprit de corps

- Clarity about the organization's values
- Pride in the organization
- Organization productivity
- Encouragement to be productive (1987: 18).

This finding illustrates several specific benefits that a clear statement of vision can provide for an organization.

As Joseph Fry and Peter Killing report in "Vision Check," most business leaders today realize the importance of vision to their organizations. The catch is "coming up with the right vision" to fit the organization and situation (Fry & Killing, 1989: 64). Vision needs to be forward looking, and enable an organization to proactively anticipate the future. As Collins and Porras conclude in their study of organizational vision, "without vision, organizations have no chance of creating their future, they can only react to it" (Collins & Porras, 1991:51).

Renewed Interest

Why are vision statements receiving renewed interest? In The Art of The Leader, William Cohen suggests that managers are becoming increasingly aware that "if you don't have any idea of where you are going, you can't get there. And neither can anyone else" (1990: 32). In a recent study of vision in over seventy-five organizations, Collins and Porras identified two related developments that they believe are largely responsible for today's renewed focus on organizational vision statements: a rapidly changing business environment, and the need to articulate a clear compelling course of direction for the flatter organizational structures that are being adopted in many organizations (1991:30).

First, rapid technological innovation, intense global competition, tighter federal budgets, and the increasing pressure to produce high quality solutions for customer needs require managers to reevaluate the purpose and direction of their organizations (DRI, 1989: 14). Increasingly, managers are developing an appetite for ideas and techniques to cope with the rapidly changing climate. Managers at all levels are implementing the latest quality programs and productivity improvement techniques needed to ensure the survivability of their organizations. This rush to sometimes radically change the way many organizations operate makes it very easy for the managers, and other employees, to forget why the organization exists, and what the organization aspires to be (Janson & Gunderson, 1991: 35-36; Labovitz, 1991: 45-46).

A second reason identified in the literature for renewed interest in organizational vision statements is the increasing decentralization of many companies, government agencies, and military organizations. Many organizations are pushing the decisions out of corporate and government headquarters down to the front lines of the organization (DRI, 1989: 4). Empowering working individuals to make changes to improve quality and productivity is increasingly seen in many organizations. Janson and Gunderson observe that the rigid, top-heavy, and bureaucratic organizations of the past are being replaced by flexible, lean, and responsive management structures (1990: 35). They also agree with the notion that change, or restructure, in these organizations is beneficial; however, this type of organizational restructuring presents a challenge that must be addressed (1990: 37). Collins and Porras's study of organizational vision suggests that,

this flattening of organizations appears to have stimulated innovation, accelerated decision making, and increased the sense of responsibility for providing total quality on the part of people at all levels. However this also creates a problem: How can a company decentralize and at the same time have coherent, coordinated effort? How can people in the far reaches of these flatter organizations know where it is heading? The development of a shared organizational vision represents a crucial response to this problem (1991: 30).

Without a clear vision, an organization "can easily degenerate into factions. Disparate agendas, turf wars, empire building, and petty politics become prevalent: destructive in-fighting zaps people's energies, rather than working for a common aim . . ." (Collins & Lazier, 1993: 65). One would expect that these effects could be exacerbated in a more decentralized organization.

In response to the changing climate and the trend toward decentralization, many leaders are embracing the need to revitalize their organizations through the development of vision statements. Once these leaders realize the need for organizational vision, the problem becomes how to create an effective vision statement.

Essential Elements

To keep all employees motivated and focused on a clear vision of the future, the literature identifies some essential elements that should be addressed in the development of any vision statement. Although the authors examined use many different terms to identify the essential elements of a vision statement, all seem to embrace a common set of elements. There are five frequently identified characteristics associated with effective vision statements. Vision statements must describe a clear image of a future end state, reflect a realistic and attainable goal, provide a sense of ownership, provide excitement, and possess an external focus.

Clear Image of a Future End State. The first element identified is a clear image of a future end state. Visions must be that - a vision, a concrete picture of what your company, organization, or unit is supposed to look like at some future point. In The Leadership Challenge, Kouzes and Posner state that "visions are our window on the world of tomorrow" (1987: 89). Vision is a "see" word that clearly paints the picture of what the organization wants to become and when it intends to get there (Kouzes & Posner, 1987: 89). In The New Leadership, Benson echoes the idea that "vision is a specific destination, a picture of desired future. Purpose is abstract; vision is concrete" (1992: 18). A vision statement should provide a tangible item or situation, not just empty words. Fry and Killing write that vision statements "need to separate real ideas from hopeful, but empty, abstractions" (1989: 64). Vision statement should also focus on specific goals to be accomplished within a specified period of time (Fry & Killing, 1989: 64; Nanus, 1992: 142). Gerard Langelier, President of The Systems Group of Mentor Graphics, who personally led his company through the development of three vision statements, learned the hard way that "the more abstract the vision, the less effective it is and the greater its potential for mischief" (1992: 53).

Clearly, determining what concrete image the organization desires to paint must precede the drafting of any guiding statements of vision. The concrete image formed in the employees' minds should be of the organization's ideal end state or desired accomplishment (Brown, 1992: 11; Robert, 1989: 18-24; Benson, 1992: 18). This ideal end state should clearly indicate a time frame for expected achievement, and the meaningful standards by which success can be measured. Painting a vivid image of where you want to go and what it will be like when you get there, provides focus and direction for the organization, and should generate

employee passion and commitment that will lead to the success of the organization (Collins & Porras, 1991: 47-48).

Realistic and Attainable Goal. Securing the commitment of employees to passionately pursue a vision of the future requires that the vision be considered achievable. The second essential element of an effective vision statement is that the vision must be considered realistically achievable by the organizations' employees. Kotter explains that good vision statements must pass the feasibility test where "feasibility is demonstrated by a strategy, often a competitive strategy, that explains how it is realistically possible, although not guaranteed, to eventually achieve the desirable state" (1990: 36). It is not enough to espouse a grand vision of the future, effective vision statements must be considered achievable by the organization's rank and file. For example, does the organization possess the needed facilities, technically skilled personnel, and budget to achieve the desired end? A potential problem; however, identified by Fry and Killing, is that the excitement of an organization's aspirations can cause leaders to overlook serious resource problems (1987: 67). Kouzes and Posner contend that these statements should build upon past accomplishments and recognize the strengths and weaknesses of the organization (1987: 102). In The Leadership Challenge, they propose that "visions are reflections of our fundamental beliefs and assumptions about human nature" (1987: 97). If these fundamental beliefs and organizational realities are in conflict with an organization's vision statement, enthusiastic commitment of the workforce is doubtful.

As managers work to create an inspiring and motivating vision, they must temper their enthusiasm, and ensure their ambitious goals are realistic and

attainable. If the organization's members feel that the vision is truly out of reach, then they will be less inclined to reach for that vision.

Sense of Ownership. An increasingly accepted strategy for building commitment in an organization is through the development of common, or shared goals (Benson, 1992; Denton & Wisdom, 1989; Alexander, 1989; Janson & Gunderson, 1990). Articulating that sense of ownership in an organization's vision statement is the third essential element of effective vision statements highlighted in the literature. In "Shared Vision," Denton and Wisdom suggest that "personnel need a stake in winning if people are to remain focused" (1989: 68). The leaders of an organization must "communicate their hopes and dreams so that others clearly understand and accept them as their own. They show others how their values and interests will be served by the long-term vision of the future" (Kouzes & Posner, 1987: 80). Janson and Gunderson echo the need for a sense of ownership and advocate a participative visioning process to mobilize the employees of organizations undergoing change. They claim "the more people involved in formulating the vision the better," and cite an example where over 100 people were involved in the development of a vision statement "that helped foster a widespread commitment to change and a universal sense of ownership over the change process" (1990: 36). Kouzes and Posner suggest that one way to achieve a sense of ownership is to allow a smaller unit within an organization to "express its distinctiveness" by developing its own unique vision (1987: 90-91). If those in the organization that must produce the results share in the development of the organization's vision, they feel empowered and are more likely to enthusiastically work toward those ends. Whether an organization possesses one or several vision statements, the literature indicates that inculcating a sense of ownership instills

pride and contributes to commitment that is likely to produce extraordinary results (Vardi et al., 1989: 32; Kouzes & Posner, 1987: 90-92).

Excitement. "It isn't enough to just have a vision" Brown explains "it must depict an ideal state that stirs the blood of managers, workers, and stock analysts alike. Visions must be *exciting*" (1992: 11). This need for excitement in vision statements is another critical element of effective vision statements expressed throughout the literature. Leaders must build excitement about their vision through the use of vivid language that will ignite the flame of inspiration in the rank and file (Kouzes & Posner, 1987: 10). "The trick is to define a vision for which ordinary people are willing to devote extraordinary amounts of energy" (Benson, 1992: 17-18). Bennis and Nanus remind us that "even the best ideas are only as good as their ability to attract attention" (1985: 42). They also suggest that exciting and compelling visions alleviate the need to coerce people to follow them. People excited about their pursuit of an objective become so absorbed that they tend to draw others in (Bennis & Nanus, 1985: 28). Whatever the organization's aim, Collins and Porras reiterate the shared belief that people's passion, emotion, and commitment are aroused through the development of exciting vision statements (1990: 31, 38-41). However, Fry and Killing caution that care must be taken to avoid

going too far, and getting carried away and fixing on an attractive but unrealistic vision. The result can be tragedy - the organization that is led to destruction by its leader's "ego trip", or by its own collective folly in pursuing internal interests. We are all familiar, for example, with the "going for broke" scenarios of the airline industry (1989: 69).

While it is important to create a vision that is motivating for all members of the organization, one must ensure that the vision is feasible, and inspires action rather than entertainment.

External Focus. Gerard H. Langeler, the author of "The Vision Trap," comes to the conclusion that the focus of any organization should be to "build things people will buy" (1992: 55). Kotter asserts that successful visions serve "the interest of important constituencies - customers, stockholders, employees" (1990: 36). Nanus defines stakeholders as individuals or organizations that have the ability to influence, or are influenced by, one's organization. Leaders defining a vision must not only consider their own interests, but must also identify the stakeholders, their interests and expectations, and their threats and opportunities (Nanus, 1992: 62). Building a better mousetrap serves no purpose unless someone needs one. The organization that fails to notice what its buyers and competitors are doing is likely to be left behind as it fails to respond to the external environment. In Tomorrow's Competition, Hanan explains that many organizations fail because they "do not have a compelling vision of how to make their customers more competitive" (1991: 60). For example, Federal Express' vision, "Absolutely Positively Overnight," demonstrates how they can improve customers' competitiveness through reduced shipping times.

An organization must not only concern itself with its customers' needs, but its own competitiveness as well. All organizations must compete or die. Many of the authors writing on this subject contend that the vision statement must put the organization ahead. Nobody's vision statement says "we'll settle for second... or maybe even third." Mentor Graphics' first written vision statement was "Beat Daisy!" (Langeler, 1992: 48). Langeler writes that the "unspoken text was really

Beat Daisy or Die" (1992: 50). Vision statements should inspire elements of pride and uniqueness that separate that organization from every other organization that competes in the same circle. In The Leadership Challenge, Kouzes and Posner support the contention that "there is no advantage in working for, buying from, or investing in an organization that does exactly the same thing as the one across the street or down the hall" (1987: 91).

An organization must create a vision that focuses on its entire external environment: stakeholders and customers, the organization's place among competitors, and the unique product or service that separates the organization from the competition.

Summary

The purpose of this literature review was to provide a common definition for, purpose of, and reasons for renewed interest in vision statements. Additionally, those attributes considered essential to effective vision statement development were presented. It was found that there is confusion caused by the many terms used to describe statements of organizational vision. These statements, while frequently used, do not fully encompass the concept. Vision was found to be more than mission, purpose, or goals; it is a clear description of where an organization wants to be, and how it hopes to get there. Vision was found to serve two key purposes. Vision serves as the focus for the strategic planning process, and motivates and inspires the members of an organization. Renewed interest in the visioning process can be attributed to the rapidly changing economic climate, and the move toward flatter and more decentralized organizational structures. Finally, the elements of essential vision statements were found to be: 1) a clearly defined future end state, 2) a realistic and attainable goal, 3) a sense of

ownership, 4) a sense of excitement, and 5) an external focus. These elements provide the basis for assessing the effectiveness of existing Air Force and unit vision statements.

III. Methodology

Chapter Overview

This chapter describes the methods used to assess the effectiveness of current USAF and selected unit vision statements. The research design, data collection method, survey development, reliability, population of interest, sampling procedures, survey instrument, and statistical procedures used in the analysis are addressed. Finally, the chapter concludes with a discussion of the research assumptions..

Experimental Design

Although the literature review contains an abundance of information regarding the development of organizational vision, no earlier studies were found which assessed vision statements. Therefore, a methodology had to be selected for this research without the benefit of examining the approach of previous related efforts. To assess the effectiveness of current vision statements, an ex post facto, descriptive, field study design was selected. The study was ex post facto because variables were not controllable and only preexisting opinions were recorded. Additionally, the study was descriptive because the objective was to learn about a particular subject without regard to causation. In this study, preexisting perceptions of Air Force personnel were reported; no inferences were drawn and no predictions were made (Emory & Cooper, 1991: 415-442).

A three step approach was followed in this study. First, a literature review was accomplished to identify the essential elements of vision statements and to identify the purpose of these statements. Next, personnel in selected units were questioned through survey to determine the effectiveness of the Air Force and

respective unit vision statements. Once collected, the data were studied to determine 1) if Air Force personnel perceive vision statements to be important; 2) if Air Force personnel perceive the elements identified in the literature review to be important; 3) if the Air Force and unit vision statements effectively incorporate those elements; 4) if the Air Force and unit vision statements are considered effective; and 5) whether Air Force personnel believe the continuation of the visioning process is important.

Data Collection Method

Emory & Cooper propose three methods that may be used to collect the opinions of study participants: personal interview, telephone interview, and mail survey (1991: 317-346). In the personal interview approach, participants are selected and interviewed by trained interviewers. Some of the advantages of this approach are that the interpersonal situation permits the interviewer to: answer questions, probe for answers, use follow-up questions, and gather information by observation (Emory & Cooper, 1991: 338; Meister 1985: 354). However, personal interviews are expensive, time consuming, and the data is subject to contamination by the interviewer's presence (Emory & Cooper, 1991: 339; Meister 1985: 354). Telephone interviews, while providing greater geographical coverage at reduced cost, lack anonymity and the data is still subject to interviewer bias (Emory & Cooper, 1991: 338). The optimal data collection method for this research was determined to be a mail survey questionnaire. Survey questionnaires provide an inexpensive means to reach a large number of people spread over a wide geographic area. Additionally, the anonymity and lack of interviewer contact contribute to more honest responses to potentially controversial questions (Emory & Cooper, 1991: 338; Meister, 1985: 369). Since the questions asked in this

research may be controversial in nature, a personal interviewer may have introduced an unacceptable amount of bias into the responses. Meister also states that the choice between interview and questionnaire is typically determined by cost and convenience (1991: 369). Since a survey reduces bias, improves accuracy, and is more convenient, this method was chosen for collecting data.

Survey Development

The survey development process began by establishing a question hierarchy that moved from the general research problem, or objective of the study, to specific measurement questions. The objective of this study was to evaluate how well the Air Force vision statement, as well as continuation efforts by subordinate organizations, provide vision for Air Force personnel. A series of informal meetings were held to determine potential research questions to address this problem. The initial research questions covered the following areas:

- necessity of vision statements
- appropriate organizational levels for vision statements (Is a single "corporate" vision statement enough?)
- characteristics of effective vision statements
- implementation of vision
- possible variation in responses with respect to rank, experience, major command, level of organization (e.g. squadron vs. wing), and individual position within an organization

Given the time and resource constraints, not all of the areas identified above could be adequately addressed. Additionally, since the effectiveness of mail surveys is affected by length, it was necessary to keep the number of survey

questions to a minimum (Emory & Cooper, 1991: 339). After the literature review, five research questions listed in Chapter One were selected for this study.

After the scope of the study was narrowed and the 5 general research questions selected, 9 investigative questions were developed (see Chapter 1). These investigative questions served to further refine the more general research questions and to guide in the development of the survey measurement questions. The answers to these investigative questions were contrasted based on the respondent characteristics of rank, experience, and location. Further, for each of the investigative questions, several hypotheses were constructed to provide a basis for the development of specific survey measurement questions. This hierarchical approach to the development of the survey enabled the construction of a complete but concise survey instrument. The sixty-three hypotheses, listed later in this chapter in Table 2, were each addressed individually; and the results were aggregated to answer the study's nine investigative questions.

Reliability. Reliability is the degree to which a measurement is free from random error (Emory & Cooper, 1991: 185; Guilford, 1954: 351), the tendency to achieve consistent results from one set of measurements (Thorndike, 1971: 356), or the accuracy or precision of a measuring instrument (Kerlinger, 1973: 442). Since reliability is necessary for credible research, several areas were addressed to help achieve a satisfactory level of reliability (Kerlinger, 1973: 442). First, a set of simple instructions were provided with each survey to minimize errors of measurement (Kerlinger, 1973: 454). Each statement evaluated by the participants was provided on the survey to avoid confusion in the assessment of multiple statements. Question wording was carefully chosen to ensure clarity, and avoid ambiguity that can lead to multiple interpretations. Response scales contained

descriptors that covered the range of possible responses. Previously developed reliable response scales, identified by Meister, were used to construct the response alternatives (Meister, 1985: 386). To enable measurement of the survey's reliability, two versions of the survey were developed by inverting the response scales. Two comparable samples were created by distributing one version of the survey to two organizations and the second version of the survey to the remaining two units. The reliability coefficient was used to estimate the ability of the survey to provide consistent results. To the extent that the responses from the two surveys yield the same rank order, the survey is reliable (Kerlinger, 1973: 450). A reliability coefficient of .84 indicates a good level of reliability was achieved. Comparison of the responses to questions 3 and 31 (Figures 2 & 3) also indicate an acceptable level of reliability or internal consistency, between the two versions of the survey.

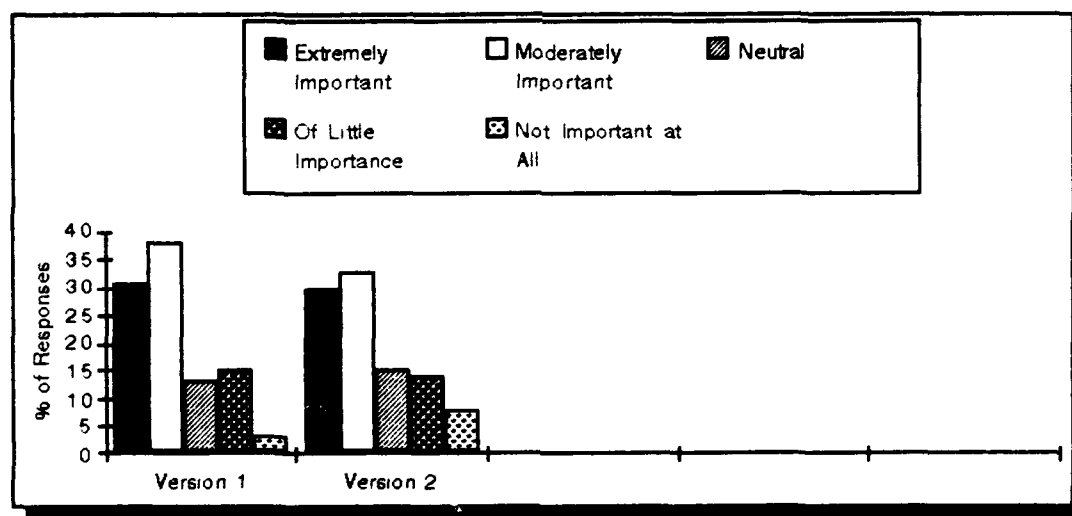


Figure 2. Comparison of Responses on Question #3

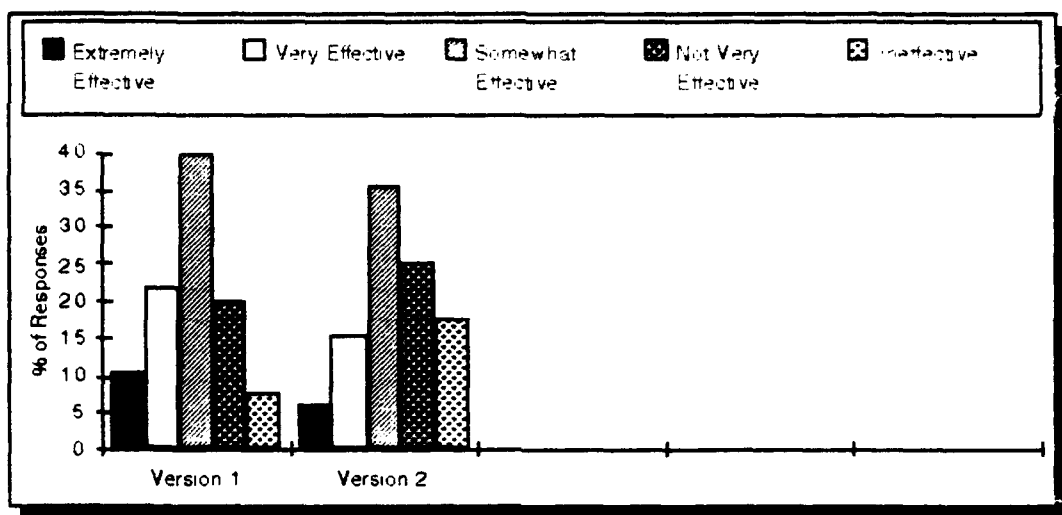


Figure 3. Comparison of Responses on Question #31

Population and Sample

The relevant population for this study was all active duty and civilian USAF personnel. Due to time and resource constraints, the sampling design was restricted. To ensure the widest possible cross section, units from different major commands, with dissimilar operational missions, that possess unit vision statements were selected. Once the units were identified, the population of each unit was stratified by rank and experience levels. This stratification of the population was accomplished to facilitate comparative analysis between management levels (Emory & Cooper, 1991:266). In the literature review, it was argued that organizational visioning should be accomplished at all levels, not just by the senior leadership, in order to promote a greater feeling of cohesion and teamwork among all employees (Collins & Porras, 1991: 32; Collins & Lazier, 1993: 65). To determine what, if any, possible differences in the perception of effective visions exist between different management levels, the sample was stratified by both rank and experience level. The stratification of the sample

allowed for an increase in statistical efficiency, enabled an analysis of rank and experience sub-populations, and ensured a representative cross section of the general population. The five rank levels were: Airmen (E-1 to E-3); Non-Commissioned Officers (E-4 to E-6)/Wage Grade Personnel (WG); Senior NCOs (E-7 to E-9)/ Civilian s GS-9 or below; Company Grade Officers (O-1 to O-3)/ Civilians GS-11 & GS-12; Field Grade Officers (O-4 to O-6)/ Civilians (GS-13 or above); and General Officers. The four experience levels were: less than four years time in service; more than four but less than eight years; eight to fifteen years; and over fifteen years. To further ensure all diverse elements of the population were adequately represented, purposive quota sampling was accomplished throughout the sample selection process (Emory & Cooper, 1991: 241-280). Four units, each with different missions, were chosen for this study. The units were the 23D Wing, 28th Bomb Wing, the Space and Missile Systems Center, and the 394th Transportation Squadron. The 23D Wing, an Air Combat Command composite wing at Pope AFB, North Carolina, was chosen because it was a new composite wing, with a new mission statement. The 28th Bomb Wing, an Air Combat Command wing at Ellsworth AFB, South Dakota, was selected because of its base's recent realignment from Strategic Air Command, and its subsequent new mission statement. Also, the wing's bombing mission, is significantly different from other ACC wings, such as the 23D. The Space and Missile Systems Center (SMC), at Los Angeles AFB, California, was chosen to represent a typical Air Force Materiel Command (AFMC) organization. The 394th Transportation Squadron, at Lackland AFB, Texas, was selected to represent a squadron level support unit within Air Education and Training Command (AETC).

Sample Size. To ensure that a sufficient number of responses were received, we sent 100 surveys to the 394th Transportation Squadron, and 200 surveys to each of the other three participating units. We received 54 responses from the 394th Transportation Squadron, 115 from the 23D Wing, 45 from the 28th BW, and 106 from the SMC. The overall response rate was 46%.

To ensure adequate representation of all rank and experience groups at each location, a purposive quota sampling technique was employed. For the 23D Wing, the SMC, and the 28th BW, 200 surveys were sent to their respective quality offices. Since the 394th Transportation Squadron is a smaller unit, only one hundred surveys were sent. These organizations were asked to distribute the surveys to their respective populations, ensuring adequate representation of all ranks, and experience levels. Responses from SMC and the 394th Transportation Squadron were returned individually by mail, while the 23D Wing and the 28th BW responses were collected and returned by their wing quality offices.

Survey Instrument

Four surveys, one for each participating organization, were developed (appendix A). The initial 31 questions in each version of the survey were identical, addressing the Air Force vision statement. Subsequent questions addressed command and wing level statements developed through the continuation of the visioning process. Hypotheses tested in this study are listed in Appendix B, along with the investigative questions they address, and relevant survey question numbers.

Importance of Vision Statements. Before assessing the effectiveness of the visioning process, it was necessary to ascertain how important vision statements are perceived to be by personnel within the Air Force. The responses were

assessed collectively, and then reported by rank, experience, and location (Table 1).

TABLE 1
Importance of Vision Statements

Hyp.. #	Hypothesis
1	An Air Force vision statement is important to the success of the Air Force.
2	Hyp. #1 response does not vary with rank.
3	Hyp. #1 response does not vary with experience.
4	Hyp. #1 response does not vary with location.

Descriptive statistics were used to assess hypothesis 1, and Kruskal-Wallis tests were used to evaluate hypotheses 2, 3 and 4.

Importance of Essential Vision Statement Elements. In the literature review, five elements were identified as essential characteristics of effective vision statements. Hypothesis 6 tests whether Air Force personnel perceive these elements to be important. Hypotheses 7-9 test for variation in perception with respect to rank, experience, and location (Table 2).

TABLE 2
Importance of Elements

6	The essential elements of vision statements are perceived to be important.
7	Hyp. #6 response does not vary with rank.
8	Hyp. #6 response does not vary with experience.
9	Hyp. #6 response does not vary with location.

Descriptive statistics were used to assess hypothesis 6, and Kruskal-Wallis tests were used to evaluate hypotheses 7, 8 and 9.

Effectiveness of Air Force and Subordinate Vision Statements. Having ascertained the importance of the five essential vision statement elements, it was necessary to determine how well the Air Force and subordinate vision statements incorporate those elements (Table 3).

TABLE 3
Addressing the Elements

10	The Air Force vision statement adequately incorporates the elements of effective vision statements.
39	The Air Combat Command mission statement adequately incorporates the elements of effective vision statements.
40	The 23D Wing mission statement adequately incorporates the elements of effective vision statements.
41	The 28th BW mission statement adequately incorporates the elements of effective vision statements.
42	The SMC statement adequately incorporates the elements of effective vision statements.
43	The Lackland Training Center statement adequately incorporates the elements of effective vision statements.

Additionally, the overall effectiveness of each statement was measured . By comparing the effectiveness of the statements to the perceptions of how well they address the five elements, it was possible to: 1) show the effectiveness of current vision statements at providing vision; and 2) illustrate those areas where the statements are, or are not, effective. Further, these perceptions were tested for variation with respect to rank, experience, and location (Table 4).

TABLE 4
Perceived Statement Effectiveness

11	Overall, the Air Force vision statement is perceived to be effective.
12	Hyp. #11 response does not vary with rank.
13	Hyp. #11 response does not vary with experience.
14	Hyp. #11 response does not vary with location.
15	Overall, the Air Combat Command mission statement is perceived to be effective.
16	Hyp. #15 response does not vary with rank.
17	Hyp. #15 response does not vary with experience.
18	Hyp. #15 response does not vary with location.
19	Overall, the 23D Wing mission statement is perceived to be effective.
20	Hyp. #19 response does not vary with rank.
21	Hyp. #19 response does not vary with experience.
22	Overall, the 28th BW mission statement is perceived to be effective.
23	Hyp. #22 response does not vary with rank.
24	Hyp. #22 response does not vary with experience.
25	Overall, the Space and Missile Systems Center (SMC) statement is perceived to be effective.
26	Hyp. #25 response does not vary with rank.
27	Hyp. #25 response does not vary with experience.
28	Overall, the Lackland Training Center statement is perceived to be effective.
29	Hyp. #28 response does not vary with rank.
30	Hyp. #28 response does not vary with experience.

Descriptive statistics were used to assess hypotheses 10, 11, 15, 19, 22, 25, 28, 39, 40, 41, 42, and 43. A Chi-Square test was used to evaluate hypothesis 18, and Kruskal-Wallis tests were used to evaluate the remaining hypotheses in this section. In situations where fewer than three groups were compared, the Kruskal-Wallis test could not be used. Utilizing the same contingency tables described later, in Figure 4, a Chi-Square test was accomplished to determine if differences existed between paired groupings.

Continuing the Visioning Process. To assess whether Air Force personnel believe the visioning process should be continued to command or wing levels, personnel were asked if the statements developed through recent continuation efforts are necessary, and provide a distinct identity and focus. Further, their perceptions were tested for variation with respect to rank, experience, and location (Table 5).

TABLE 5
Importance of Process Continuation

31	Continuation of the visioning process at the command level is perceived to be important.
32	Hyp. #31 response does not vary with rank.
33	Hyp. #31 response does not vary with experience.
34	Hyp. #31 response does not vary with location.
35	Continuation of the visioning process at the wing level is perceived to be important.
36	Hyp. #35 response does not vary with rank.
37	Hyp. #35 response does not vary with experience.
38	Hyp. #35 response does not vary with location.

Descriptive statistics were used to assess hypotheses 31 and 35. A Chi-Square test was used to evaluate hypothesis 34, and Kruskal-Wallis tests were used to evaluate the remaining hypotheses in this section.

Implementing the Vision. Although implementation is an important factor in the visioning process (Brown, 1992: 11; Collins & Lazier, 1993: 73; Labovitz, 1991:46) the vast scope of that subject is beyond the scope of this study. Implementation was not addressed specifically in the research questions, but was determined important enough to warrant a cursory look. Questions regarding the frequency of exposure to, and significance of, current statements were included in

the surveys. This information was intended to provide preliminary data highlighting the success of current efforts to implement organizational vision. This review of implementation is by no means conclusive, and requires further study. Perceptions regarding the implementation of the Air Force and subordinate visions were tested for variation with respect to rank, experience, and location (Table 6).

TABLE 6
Implementing the Vision

44	The Air Force Vision statement has been successfully implemented.
45	Hyp. #44 response does not vary with rank.
46	Hyp. #44 response does not vary with experience.
47	Hyp. #44 response does not vary with location.
48	The Air Combat Command mission statement has been successfully implemented.
49	Hyp. #48 response does not vary with rank.
50	Hyp. #48 response does not vary with experience.
51	Hyp. #48 response does not vary with location.
52	The 23D Wing mission statement has been successfully implemented.
53	Hyp. #52 response does not vary with rank.
54	Hyp. #52 response does not vary with experience.
55	The 28 Wing mission statement has been successfully implemented.
56	Hyp. #55 response does not vary with rank.
57	Hyp. #55 response does not vary with experience.
58	The SMC statement has been successfully implemented.
59	Hyp. #58 response does not vary with rank.
60	Hyp. #58 response does not vary with experience.
61	The Lackland Training Center statement has been successfully implemented.
62	Hyp. #61 response does not vary with rank.
63	Hyp. #61 response does not vary with experience.

Descriptive statistics were used to assess hypotheses 44, 48, 52, 55, 58, and 61. A Chi-Square test was used to evaluate hypothesis 51, and Kruskal-Wallis tests were used to evaluate the remaining hypotheses in this section.

Statistical Procedures

Since the response scales provided ordinal data, and the population probability distributions were unknown, nonparametric analysis was used. Although, according to some authorities, parametric analysis could be used, it was considered more appropriate to use nonparametric methods that would not "add information" by making assumptions regarding population probability distributions and variances (McClave & Benson, 1991: 972; Siegel, 1956: 175). To analyze whether differences exist between independent samples, either the extension of the median test, or the Kruskal-Wallis test could be used. Both tests can be used for the same data, make the same assumptions (regarding population distributions and variances), and may be applied to the same ordinal data. However, the Kruskal-Wallis test is more efficient because: 1) it uses more of the information in the observations; 2) it converts scores to ranks instead of merely indicating whether scores are above or below the median; and, 3) it is thus more sensitive to differences among multiple samples of scores (Siegel, 1956: 193). The Kruskal-Wallis test was used to determine whether there were statistically significant differences between the responses (Siegel, 1956: 116). The Kruskal-Wallis test was deemed the most appropriate nonparametric test to determine if differences exist between multiple populations (Siegel, 1956: 184).

The Kruskal-Wallis test employs a matrix table to rank the observations from the different groups, determines the sum of the ranks for each group, and

indicates whether the differences between those ranks are significant. (Siegel, 1956: 192). These steps are illustrated in the following example.

Assume the following hypotheses:

H_0 : No differences exist between populations regarding the importance of vision statements.

H_a : Differences exist between populations regarding the importance of vision statements.

The scores from the various populations (in this case, three) are recorded in a contingency table (Figure 4).

Response ↓	A		B		C		Totals
1	1A	R1A	1B	R1B	1C	R1C	T ₁
2	2A	R2A	2B	R2B	2C	R2C	T ₂
3	3A	R3A	3B	R3B	3C	R3C	T ₃
4	4A	R4A	4B	R4B	4C	R4C	T ₄
5	5A	R5A	5B	R5B	5C	R5C	T ₅
S	SA	RS _A	SB	RS _B	SC	RS _C	T _S
Totals	n _A	R _A	n _B	R _B	n _C	R _C	N

Figure 4. Kruskal-Wallis Contingency Table (Conover, 1980: 233)

Once the data are placed in this matrix, the scores in each box are then converted into ranks. The ranks in each column are then totaled and averaged. The number of tied observations (t) at each rank are then used to compute a value (T), for each ranking in the formula $T = t^3 - t$ (Siegel, 1956: 192). To compute the total correction for ties, the T value is used in equation (2) (Siegel, 1956: 191):

$$1 - \frac{\sum T}{N^3 - N} \quad (2)$$

After the correction for ties has been accomplished, the test statistic, H, is computed using equation (3) (Siegel, 1956: 192). This H statistic measures the extent to which the samples differ with respect to rank (McClave & Benson, 1991: 973).

$$H = \frac{\frac{12}{N(N+1)} \sum_{j=1}^s \frac{R_j^2}{n_j} - 3(N+1)}{1 - \frac{\sum T}{N^3 - N}} \quad (3)$$

If the null hypothesis is true (e.g. no differences exists between populations regarding the importance of vision statements), and the number of responses in each population exceeds 5, the distribution of H approximates the Chi-Square distribution. The H statistic will equal 0 if the populations have the same mean rank, and increases as the distance between the mean ranks grow (McClave & Benson, 1991: 973). To assess the significance of the value of H, the use of a Chi-Square probability distribution table may be used. "If the probability associated with the observed value of H is equal to or less than the previously set level of significance, α , reject H_0 in favor of H_a " (Siegel, 1956: 192).

Research Assumptions

Several assumptions were made in the course of this study regarding the representativeness of the sample, accuracy of the survey instrument and responses, and the administration of the survey. First, the survey sample was presumed to

provide a sufficient cross section of the Air Force population. Although the sample size was limited, the stratification and quota sampling techniques used were assumed to provide adequate representation of Air Force personnel. The survey questions and accompanying instructions were assumed to be understood by all recipients. The study also assumes that the participants responded honestly to each of the questions, and accurately recorded those responses on the answer sheets. Additionally, no mistakes were presumed to be made during the course of the analysis of the data received from the participants. The data gathered were also presumed to adequately address the research and investigative questions of this study. Finally, it was assumed that the survey was administered in accordance with the sampling plan. To effectively employ stratification and purposive quota sampling techniques, and to gain the support of participating organizations, the surveys were administered at each location by designated unit representatives. These representatives were assumed to have proportionally distributed surveys across an appropriate range of ranks, experience levels, and subordinate units within their organizations.

IV. Results

Introduction

This chapter provides results obtained from applying the methodology described in Chapter 3. Frequency distributions are provided for investigative questions where no other tests were conducted, or where tests yielded significant results. The complete results of the statistical tests are provided in Appendix C. Appendix D contains those frequency distributions that did not indicate significant test statistic differences. The chapter concludes with answers to the five research questions, and a summary of significant findings. Implications of these findings and research limitations are provided in Chapter V.

Investigative Questions

Importance of Vision Statements. This question was answered through the use of two questions concerning the absolute and relative importance of a vision statement to the success of the Air Force.

The majority of the respondents indicated an Air Force vision statement is important. Sixty-six percent of the 320 respondents rated the importance of a vision statement as either moderately or extremely important (Figure 5). Only twenty percent, however, indicated that an Air Force vision statement was of little or no importance. While these results indicate that the respondents perceived the adoption of a vision statement to be important, it is often helpful to compare the vision statement with other factors which may also contribute to organizational identity and motivation. To this end, respondents rated the relative importance of

the vision statement, compared to other factors such as: charismatic leadership, a participative management approach, training and education, and morale programs. The results of this survey reveal that 25% of respondents identified a vision statement as being the most important factor, with 49% indicating a vision statement to be one of the two most important factors listed. (Figure 6)

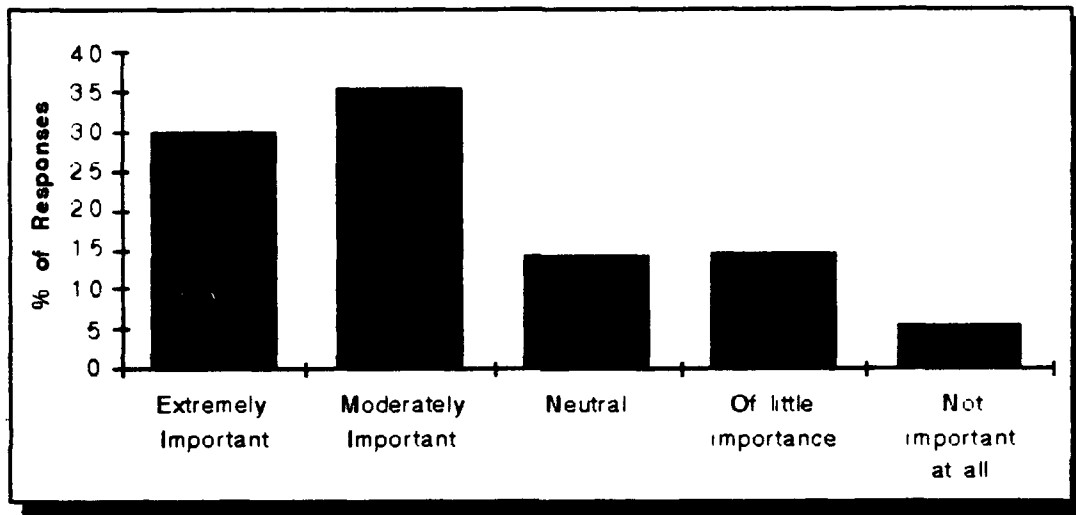


Figure 5. Perceived Importance of an Air Force Vision Statement (Q3)

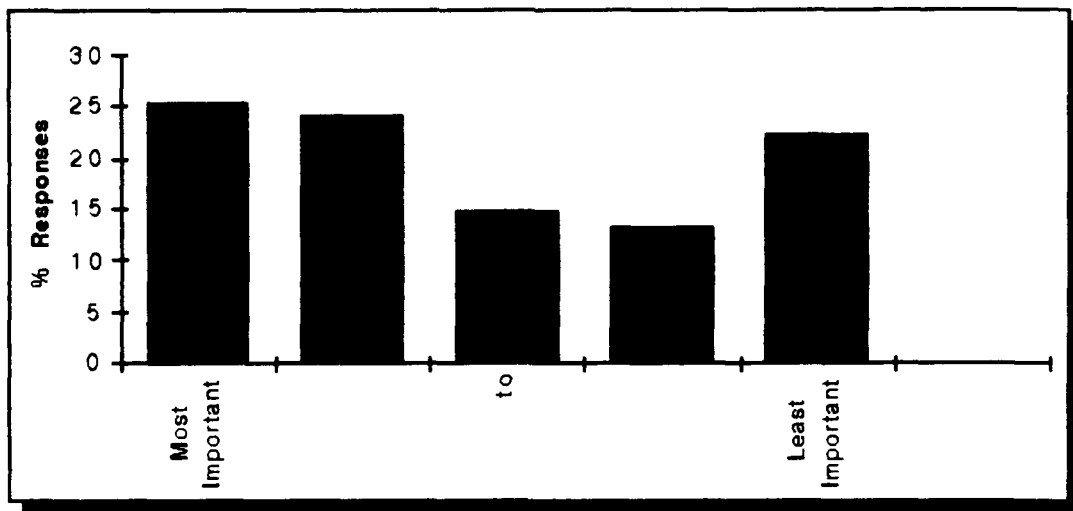


Figure 6. Perceived Importance of an Air Force Vision Statement (Q6)

Kruskal-Wallis tests for this hypothesis revealed no significant difference among ranks, experience levels, or locations with respect to the importance of an Air Force vision statement. ($\alpha = .05$).

Comments: A vast majority of respondents who provided written comments concerning the importance of vision statements were of the opinion that these statements are little more than empty words that are often not fully supported by the managers who produced them. For example, a large number of respondents wrote that taking the military oath, and being a member of the Armed Forces, should be motivation enough to strive for achieving Air Force goals. The most frequently suggested alternatives to provide motivation and focus for personnel were to spend more time and effort on "quality of life" endeavors, and to provide better tools and resources for accomplishing the mission.

Elements of Effective Vision Statements. The five essential elements of effective vision statements, identified in the literature are: a clear image of a future end state, a realistic and attainable goal, a sense of ownership, a sense of excitement, and an external focus.

Importance of the Elements. This question was answered using responses concerning the absolute importance of each element. An attempt was made to determine the relative importance of the elements with respect to each other, but a large number of incorrectly coded surveys precluded this.

Most of the respondents feel the elements identified in the literature review are at least moderately important (Figure 7).

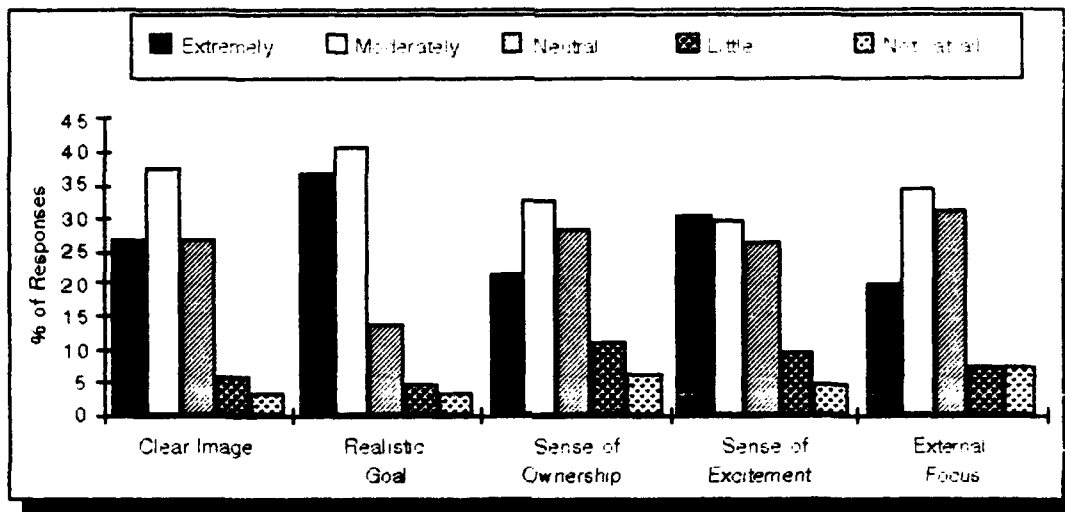


Figure 7. Perceived Importance of Elements

The element of a realistic goal was seen as the most important, with 78% of respondents perceiving it to be extremely or moderately effective, while only 17% viewed it as being of little or no importance. A sense of ownership was rated the least important. This is surprising, since the written comments list this element most frequently (Table 7).

TABLE 7

Perceived Importance of the Elements

Element	% Indicating Moderately or Extremely Important	% Indicating Little or No Importance
Realistic Goal	78	8
Clear Future Image	64	9
Sense of Excitement	60	14
External Focus	54	14
Sense of Ownership	54	17

Kruskal-Wallis tests for this question revealed no significant difference among ranks, experience levels, or locations with respect to the importance of the individual elements ($\alpha = .05$).

Comments: While a realistic goal and clear future image received slightly higher ratings of importance in the survey questions, most of the additional comments concerning this topic centered on the importance of a sense of ownership, and the reflection of all levels and parts of an organization in the organizational goals. This was most prevalent in the responses from the 394th Transportation Squadron, many of whom indicated that they did not feel that their role as a support function was adequately covered by the Lackland Training Center statement. Remaining frequency distributions concerning this investigative question are provided in Appendix D.

USAF Vision Statement Incorporation of the Elements. To answer this question, respondents were asked to rate how well the individual elements were incorporated into the Air Force vision statement. It appears that most respondents perceive the Air Force vision statement to at least somewhat effectively incorporate each of the elements (Figure 8).

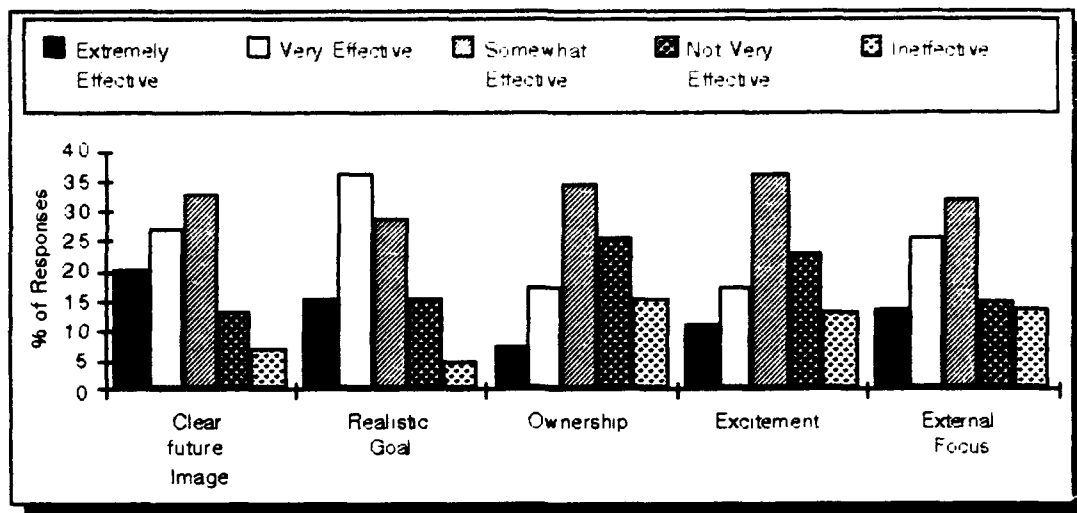


Figure 8. Effectiveness in Incorporating Elements

The Air Force vision statement was perceived to most effectively incorporate the element of a realistic goal. Fifty-one percent of respondents indicated the statement was very or extremely effective with respect to this element, while only 20% indicated the Air Force vision statement was ineffective or not very effective at incorporating a realistic goal. This is significant because the perceived effectiveness of the incorporation of the elements almost exactly parallels the perceived importance of the elements listed in investigative question #2 above. (Table 8)

TABLE 8

Perceived Effectiveness of Incorporating the Elements (USAF)

Element	% Indicating Extremely or Very Effective	% Indicating Ineffective or Not Very Effective
Realistic Goal	51	20
Clear Future Image	47	20
External Focus	39	29
Sense of Excitement	28	36
Sense of Ownership	25	41

A sense of ownership and sense of excitement were the only two elements where more respondents indicated that the elements were no more than not very effectively incorporated than indicated those elements were at least very effectively incorporated.

Overall Effectiveness of the USAF Vision Statement. This question was answered through a single question addressing how well the Air Force vision statement provides a clear shared vision. The frequency distribution plotted in Figure 9 shows respondents fairly evenly distributed about the modal response somewhat effective. Twenty-seven percent of respondents perceive the Air Force vision statement to be very or extremely effective, while 36% perceive it to be not very effective or ineffective.

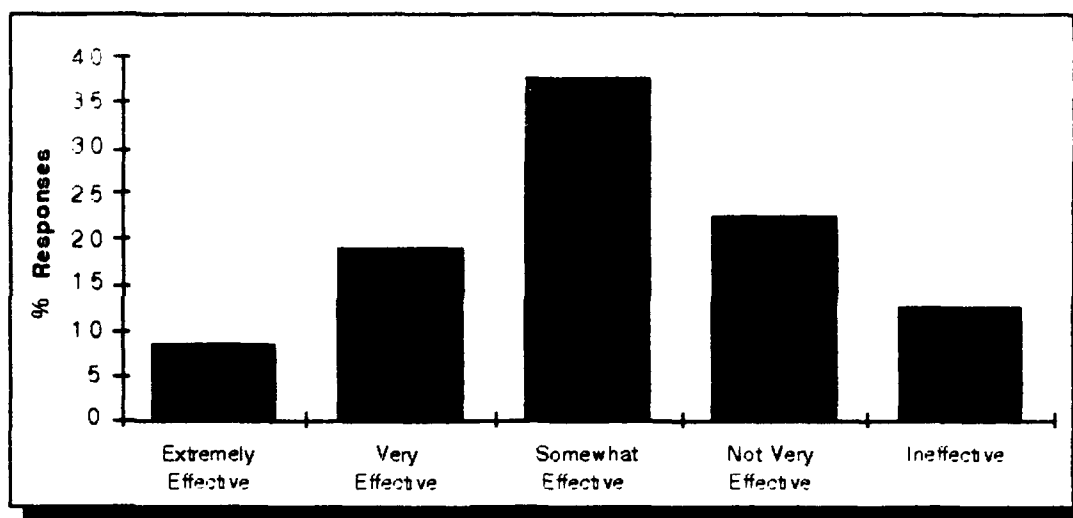


Figure 9. Perceived Effectiveness of the Air Force Vision Statement

The Kruskal-Wallis tests for this question showed no significant difference among the experience groups or locations ($\alpha = .05$), but yielded a significant difference ($p = .04$) between rank groups concerning the overall effectiveness of the Air Force vision statement. Forty-six percent of Civilians and 43% of Field Grade Officers viewed the Air Force vision statement as not very effective or ineffective, while only 19 -34% of other rank groups viewed the statement similarly. Figure 10 provides the frequency distribution supporting this finding.

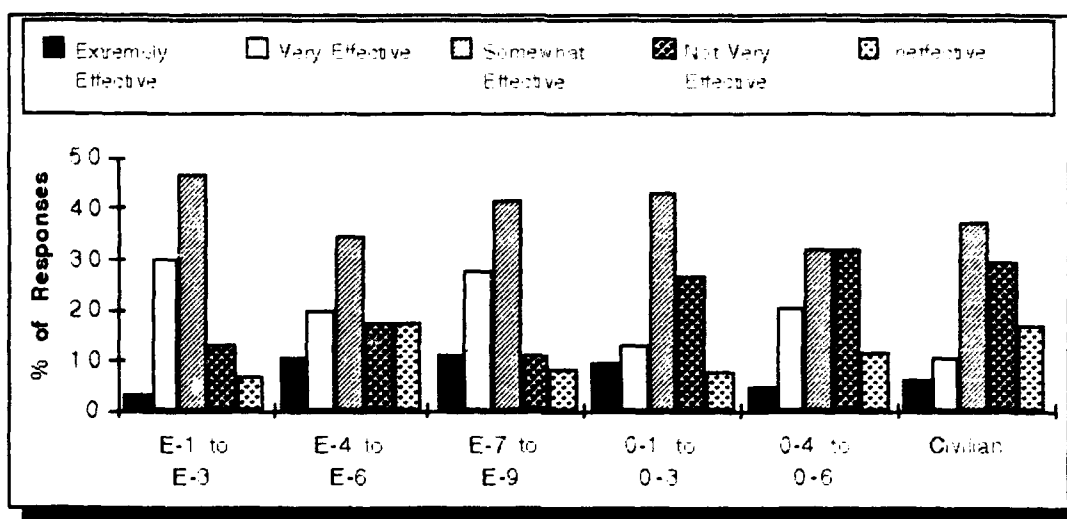


Figure 10. Perceived Effectiveness of the Air Force Vision Statement (by rank)

Comments: Most written responses indicated that the Air Force vision statement is too long and too vague. The responses, while relatively few, were mostly negative, and accompanied a low perceived general importance of vision statements.

Overall Effectiveness of Subordinate Unit Vision Statements. The overall effectiveness of the subordinate unit vision statements was determined through single yes/no questions concerning whether the statements provide a distinct identity and focus.

Air Combat Command Mission Statement.

**AIR COMBAT COMMAND PROFESSIONALS. PROVIDING THE
WORLD'S BEST COMBAT AIR FORCES. DELIVERING RAPID,
DECISIVE AIR POWER. ANYTIME, ANYWHERE.**

Responses were split equally to the yes/no question 45, used to assess the overall effectiveness of the ACC mission statement. Half of the respondents

indicated that the statement provided a distinct identity and focus for them, while half indicated it did not.

The Kruskal-Wallis and Chi-Square tests for this question revealed no significant differences among ranks, experience levels, or location concerning the overall effectiveness of the ACC mission statement ($\alpha = .05$). Complete frequency distributions for these responses are in Appendix D.

Comments: Written responses concerning the Air Combat Command mission statement are fairly ambivalent. Respondents indicated that it was too broad, and could benefit from being shorter and more specific.

23D Wing Mission Statement.

23D WING - THE TIGER TEAM

- RESPONSIVE THEATER AIRLIFT
- DECISIVE CLOSE AIR SUPPORT
- ON TIME, ON TARGET

Fifty-five percent of respondents answered that the 23D Wing mission statement provides a distinct identity and focus for them, while forty-three percent responded that it does not. The Kruskal-Wallis tests for this question revealed no significant difference among ranks or experience levels concerning the overall effectiveness of the 23D Wing mission statement ($\alpha = .05$). Complete frequency distributions for these responses are in Appendix D.

Comments: Members of the 23D Wing felt their mission statement was too wordy. Many indicated the statement is tied too closely with the flightline, simply restating aircraft missions and performance objectives.

28th BW Mission Statement.

FIRST TO THE FIGHT, WITH DECISIVE COMBAT AIR POWER THAT ACHIEVES THE AIMS OF THE COMBATANT COMMANDER'S CAMPAIGN

Only thirty-nine percent of respondents answered that the 28th BW mission statement provides a distinct identity and focus for them, while sixty-one percent responded that it does not. The Kruskal-Wallis tests for this question revealed no significant difference among ranks or experience levels concerning the overall effectiveness of the 28th BW mission statement ($\alpha = .05$). Complete frequency distributions for these responses are in Appendix D. Although the results in Figure 11 seem to show a fairly large variation among experience levels, the low number of respondents, only 45 total, were not enough to be significant.



Figure 11. Perceived Effectiveness of the 28th BW Mission Statement (by experience)

Comments: 28th BW respondents felt their mission statement provided too much emphasis on the "combatant commander," and not enough on the wing itself, particularly the "concerted effort of its parts" and the roles of the "little people."

SMC Vision Statement.

WE WANT SMC TO BE RECOGNIZED AS A GREAT PLACE TO WORK WHERE GREAT WORK IS DONE:

- WHERE OUR CUSTOMERS RECEIVE THE HIGHEST QUALITY PRODUCT AND SERVICES;**
- OUR PEOPLE THRIVE IN AN ENVIRONMENT OF MUTUAL COOPERATION, SUPPORT AND RESPECT;**
- OUR LEADERS STIMULATE INNOVATION AND PERSONAL GROWTH; AND**
- ALL MEMBERS OF OUR TEAM LEAVE THE WORK PLACE EACH DAY WITH THE SATISFACTION OF HAVING DONE OUR JOBS WELL, AND AN AWARENESS OF OUR VITAL CONTRIBUTIONS TO OUR NATION'S SECURITY**

Only forty-two percent of respondents answered that the SMC vision statement provides a distinct identity and focus for them, while fifty-eight percent responded that it does not. The Kruskal-Wallis tests for this question revealed no significant difference among ranks or experience levels concerning the overall effectiveness of the SMC vision statement ($\alpha = .05$). Complete frequency distributions for these responses are in Appendix D.

Comments: Many members of SMC indicated that their vision statement was little more than "fluff," without action. A number of respondents indicated that the statement does not build on the Air Force vision, and really has no tie with SMC's mission. A few respondents commented that the first few lines were all most people remembered, and those words were too generic in nature, and could apply to almost any organization, not specifically to SMC.

Lackland Training Center Statement.

**TO MAKE LACKLAND THE PREMIER TRAINING CENTER IN
THE AIR FORCE, WITH MODERN FACILITIES AND THE RIGHT
PEOPLE TOTALLY DEDICATED TO PRODUCING THE WORLD'S
BEST PREPARED AIRMEN/WARRIORS FOR AMERICA AND OUR
ALLIES.**

Since the sample from the Lackland Training Center includes only the members of the 394th Transportation Squadron, the survey responses cannot be generalized to include the entire Training Center population. The 394th was asked to evaluate the Lackland Training Center statement primarily to assist the 394th in its visioning efforts. Only 47% of 394th respondents answered that the Lackland Training Center statement provides a distinct identity and focus for them, while 51% responded that it does not. The Kruskal-Wallis tests for this question revealed no significant difference among ranks or experience levels concerning the overall effectiveness of the Lackland Training Center statement ($\alpha = .05$). Complete frequency distributions for these responses are in Appendix D. Although the results in Figure 12 seem to show a fairly large variation among ranks, the low number of respondents in the E-7 to E-9 and O-4 to O-6 rank groups were not enough to be significant.

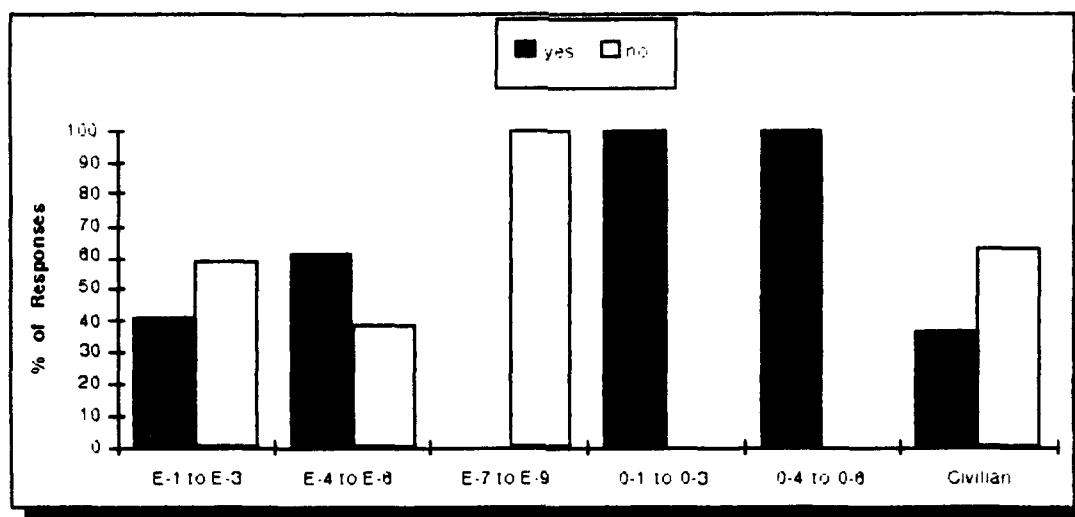


Figure 12. Perceived Effectiveness of the Lackland Training Center Statement (by rank)

Comments: Written responses from the 394th indicated that members did not feel that the Lackland Training Center Statement adequately includes everyone. Little else was said about the statement itself.

Importance of Continuing the Visioning Process. To answer this question, respondents were asked if the visioning process should be continued at various levels.

Sixty-seven percent of ACC respondents answered that continuing the visioning process at the MAJCOM level is important, while thirty percent responded that it is not. The Kruskal-Wallis and Chi-Square tests for this question revealed no significant difference among ranks, experience levels, or locations concerning continuing the visioning process at the MAJCOM level ($\alpha = .05$).

Sixty-nine percent of respondents answered that continuing the visioning process at the wing level is important, while 29 percent responded that it is not. The Kruskal-Wallis tests for this hypothesis revealed no significant difference

among ranks, experience levels, or locations concerning continuing the visioning process at the wing level ($\alpha = .05$). Complete frequency distributions for these responses are in Appendix D.

Comments: There were few written comments about the continuation of the process, but those few indicated a belief that having vision at lower levels would aid the effective implementation of a vision, and let the statement grow to be more than just hollow words from above. One respondent stated that it is too difficult to effectively tie a broad vision over a diverse organization with so many people.

Subordinate Vision Statement Incorporation of Elements. To answer this question, respondents were asked how well statements from their organizational hierarchy incorporated the elements of effective vision statements. In general, a majority of respondents indicated that all of the subordinate statements at least somewhat effectively incorporate all of the elements. Following, is a discussion of the individual results of each of the statements.

Air Combat Command Mission Statement.

**AIR COMBAT COMMAND PROFESSIONALS. PROVIDING THE
WORLD'S BEST COMBAT AIR FORCES. DELIVERING RAPID,
DECISIVE AIR POWER. ANYTIME, ANYWHERE.**

Most respondents perceive the Air Combat Command mission statement to at least somewhat effectively incorporate the elements (Figure 13).

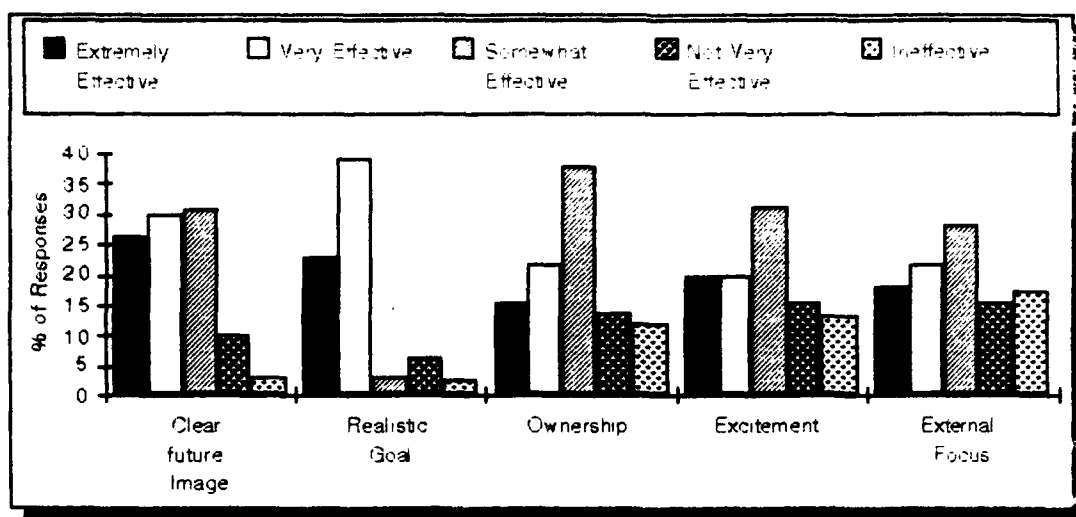


Figure 13. Effectiveness in Incorporating the Elements (ACC)

Again as indicated in Table 9, most respondents believe that a realistic goal is the most successfully incorporated element, followed by a clear image, sense of excitement or external focus, with sense of ownership again falling last.

TABLE 9

Perceived Effectiveness of Incorporating the Elements (ACC)

Element	% Indicating Extremely or Very Effective	% Indicating Ineffective or Not Very Effective
Realistic Goal	52	9
Clear Future Image	46	13
Sense of Excitement	40	28
External Focus	39	32
Sense of Ownership	36	26

23D Wing Mission Statement.

23D WING - THE TIGER TEAM

- **RESPONSIVE THEATER AIRLIFT**
- **DECISIVE CLOSE AIR SUPPORT**
- **ON TIME, ON TARGET**

At least one half of the respondents view the 23D Wing mission statement to at least very effectively incorporate a clear image and realistic goal, while only somewhat effectively incorporating the other elements (Figure 14).

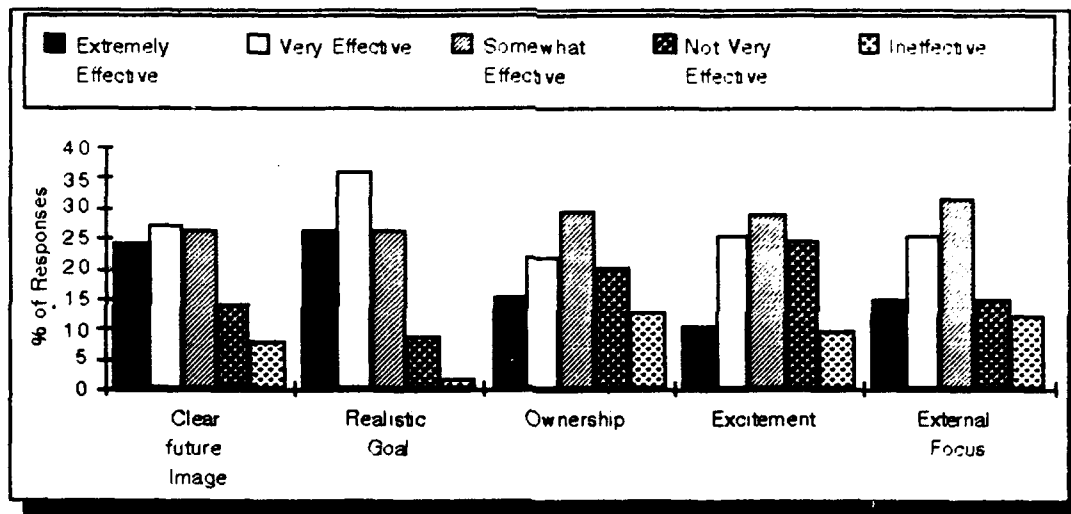


Figure 14. Effectiveness in Incorporating the Elements (23D Wing)

As shown in Table 10, the 23D Wing mission statement was perceived to effectively incorporate a realistic goal, clear image, and external focus, while senses of excitement and ownership were perceived to be not well incorporated. Interestingly, this is the first of only two statements (SMC being the other) where a sense of ownership was not perceived to be the least effectively incorporated element.

TABLE 10

Perceived Effectiveness of Incorporating the Elements (23D Wing)

Element	% Indicating Extremely or Very Effective	% Indicating Ineffective or Not Very Effective
Realistic Goal	63	11
Clear Future Image	51	22
External Focus	41	27
Sense of Ownership	37	33
Sense of Excitement	36	34

28th BW Mission Statement.

**FIRST TO THE FIGHT, WITH DECISIVE COMBAT AIR POWER THAT
ACHIEVES THE AIMS OF THE COMBATANT COMMANDER'S
CAMPAIGN**

The 28th BW mission statement seems to at least somewhat effectively incorporate all of the elements. A large number of respondents, however, indicate that the statement is not very effective at incorporating a sense of excitement (Figure 15).

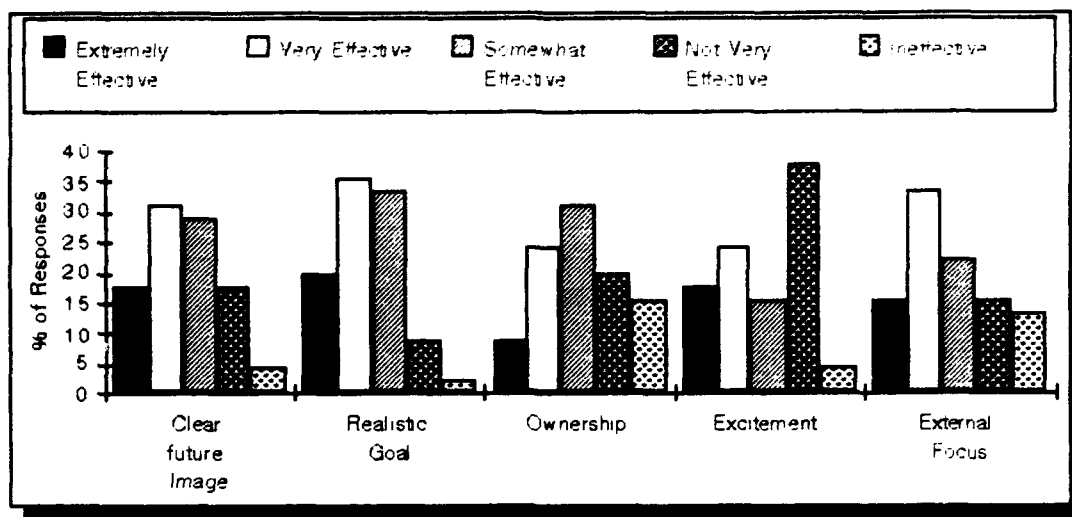


Figure 15. Effectiveness in Incorporating the Elements (28th BW)

As shown in Table 11, below, the incorporation of the elements in the 28th BW follows the familiar pattern: realistic goal, clear image, external focus, sense of excitement, and sense of ownership falling last.

TABLE 11

Perceived Effectiveness of Incorporating the Elements (28th BW)

Element	% Indicating Extremely or Very Effective	% Indicating Ineffective or Not Very Effective
Realistic Goal	56	11
Clear Future Image	49	22
External Focus	49	29
Sense of Excitement	42	42
Sense of Ownership	33	35

SMC Vision Statement.

WE WANT SMC TO BE RECOGNIZED AS A GREAT PLACE TO WORK WHERE GREAT WORK IS DONE:

- WHERE OUR CUSTOMERS RECEIVE THE HIGHEST QUALITY PRODUCT AND SERVICES;**
- OUR PEOPLE THRIVE IN AN ENVIRONMENT OF MUTUAL COOPERATION, SUPPORT AND RESPECT;**
- OUR LEADERS STIMULATE INNOVATION AND PERSONAL GROWTH; AND**
- ALL MEMBERS OF OUR TEAM LEAVE THE WORK PLACE EACH DAY WITH THE SATISFACTION OF HAVING DONE OUR JOBS WELL, AND AN AWARENESS OF OUR VITAL CONTRIBUTIONS TO OUR NATION'S SECURITY**

As indicated in figure 16, the SMC vision statement seems to at least somewhat effectively incorporate all of the elements.

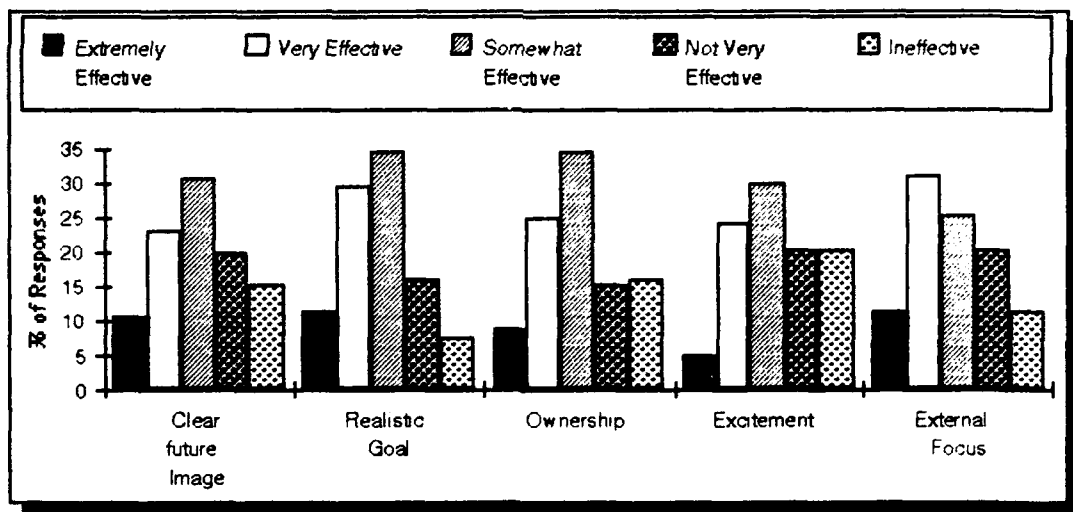


Figure 16. Effectiveness in Incorporating the Elements (SMC)

Realistic goal is again perceived to be the most effectively incorporated element. The following elements, however, depart from the norm, with external focus perceived to be the second most effectively incorporated, followed by a sense of

ownership, clear image, and sense of excitement (Table 12). SMC's sense of excitement had the lowest ratio of extremely/very effective responses to not very/ineffective ratings of any element in any of the other surveyed statements.

TABLE 12
Perceived Effectiveness of Incorporating the Elements (SMC)

Element	% Indicating Extremely or Very Effective	% Indicating Ineffective or Not Very Effective
Realistic Goal	41	24
External Focus	43	32
Sense of Ownership	34	32
Clear Future Image	34	35
Sense of Excitement	29	41

Lackland Training Center Statement.

TO MAKE LACKLAND THE PREMIER TRAINING CENTER IN THE AIR FORCE, WITH MODERN FACILITIES AND THE RIGHT PEOPLE TOTALLY DEDICATED TO PRODUCING THE WORLD'S BEST PREPARED AIRMEN/WARRIORS FOR AMERICA AND OUR ALLIES.

At least one half of the respondents view the Lackland Training Center statement to at least very effectively incorporate a clear image and realistic goal, while only somewhat effectively incorporating the other elements (Figure 17).

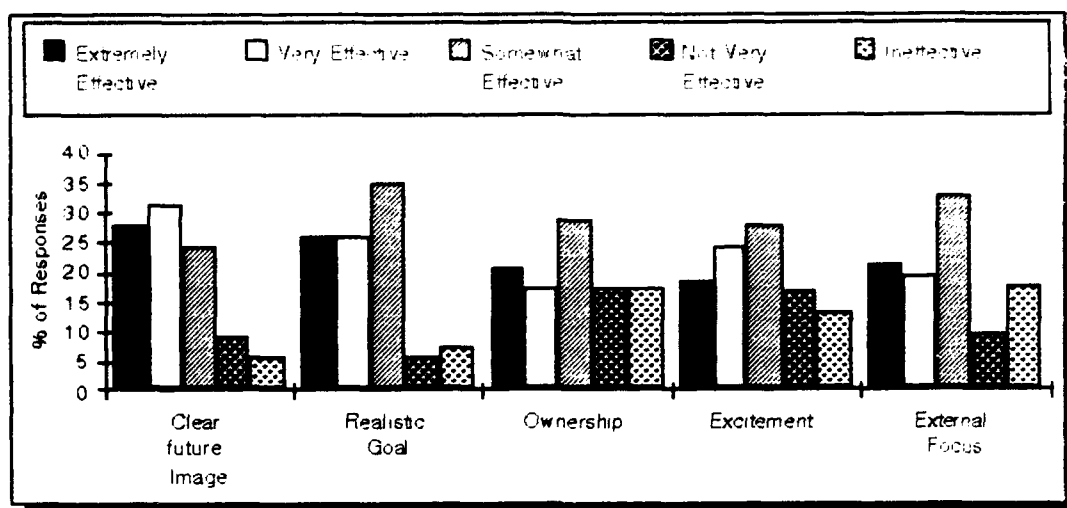


Figure 17. Effectiveness in Incorporating the Elements (Lackland)

As shown in Table 13, the Lackland Training Center statement clearly is perceived to effectively incorporate a clear future image, and is still perceived to be very effective at incorporating a realistic goal. Overall, the Lackland Training Center statement was perceived to have most effectively incorporated the essential elements.

TABLE 13

Perceived Effectiveness of Incorporating the Elements (394th)

Element	% Indicating Extremely or Very Effective	% Indicating Ineffective or Not Very Effective
Clear Future Image	60	15
Realistic Goal	52	13
Sense of Excitement	43	30
External Focus	40	27
Sense of Ownership	38	28

Comments: As stated earlier, many respondents wrote that vision statements need to adequately include the entire organization, and, in general, all of the subordinate statements fell short in this regard.

Implementation of the Visioning Process. This question was answered through two survey questions concerning how frequently the statements are seen or heard, and how significant a role they play in daily activities. A discussion of the individual results for each statement follows, and this section concludes with a synopsis of the written comments provided by respondents regarding this topic.

Air Force Vision Statement.

**AIR FORCE PEOPLE BUILDING THE WORLD'S MOST RESPECTED
AIR AND SPACE FORCE. . .GLOBAL POWER AND REACH FOR
AMERICA**

As shown in Figure 18, most respondents indicate that they do not see or hear the Air Force vision statement more than once every 2-6 months. Figure 19 shows that a majority of the respondents perceive the Air Force vision statement to play no more than a moderately insignificant role in their daily activities.

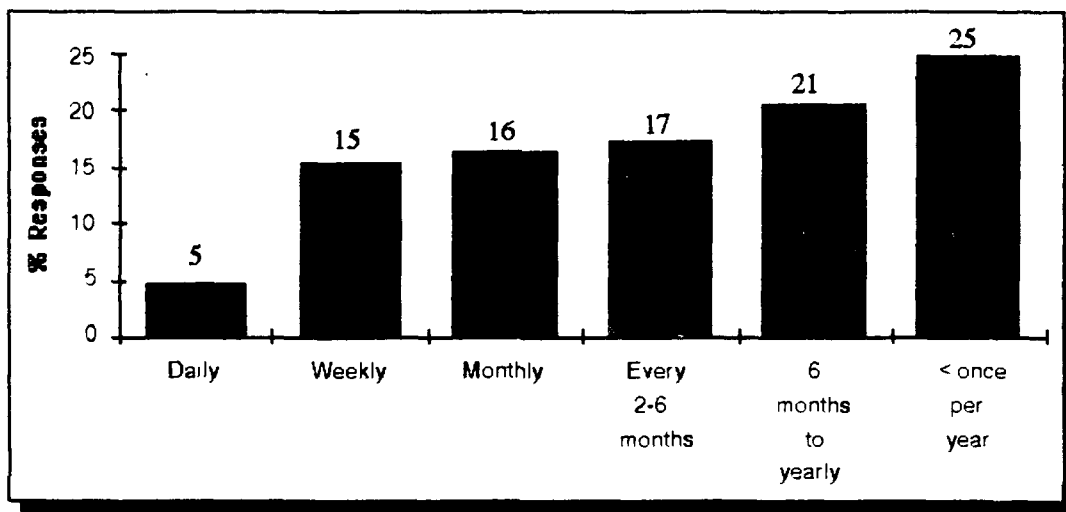


Figure 18. Frequency the Air Force Vision Statement is Seen or Heard

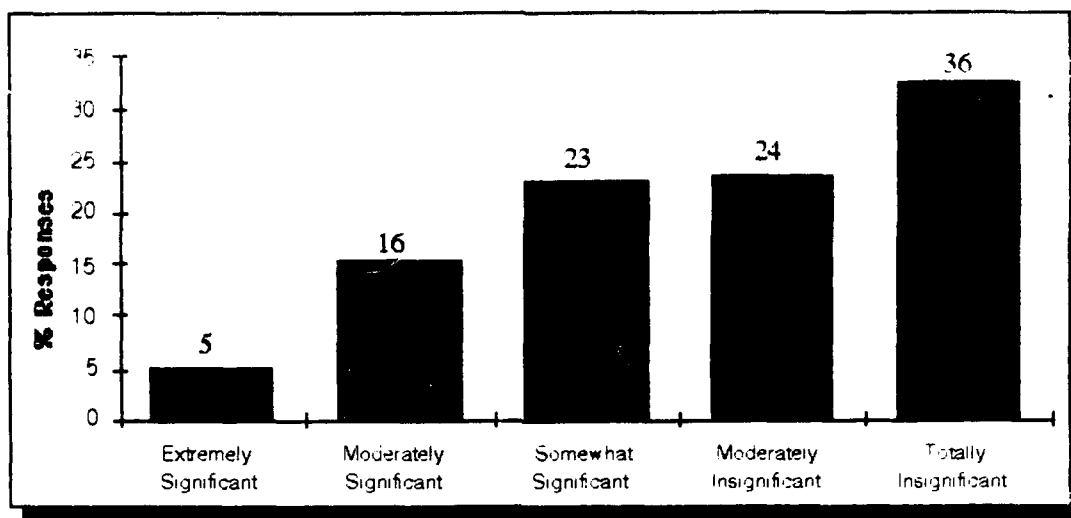


Figure 19. Perceived Significance of the Air Force Vision Statement in Daily Activities

The Kruskal-Wallis tests revealed a significant difference between rank and locations concerning how often the Air Force vision statement is seen or heard with p-values of .004 and .001, respectively. As seen in Figure 20, it appears that the E-1 to E-3 and Civilian groups do not see or hear the Air Force vision statement as frequently as the other rank groups.

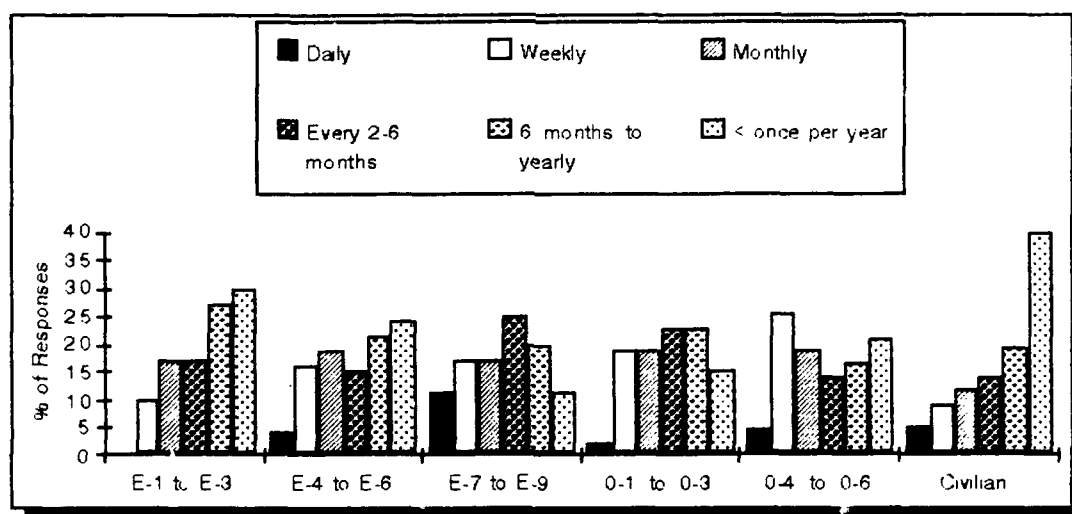


Figure 20. Frequency the Air Force Vision Statement is Seen or Heard (by rank)

Figure 21 appears to indicate that the personnel at SMC and the 394th do not see or hear the Air Force vision statement as often as the personnel at the two ACC wings. Separate Kruskal-Wallis tests for this question revealed no significant difference among respondents from the different ranks or locations with respect to the significance of the role that the Air Force vision statement plays in daily activities, and revealed no significant differences between experience levels concerning the implementation of the Air Force vision statement ($\alpha = .05$).

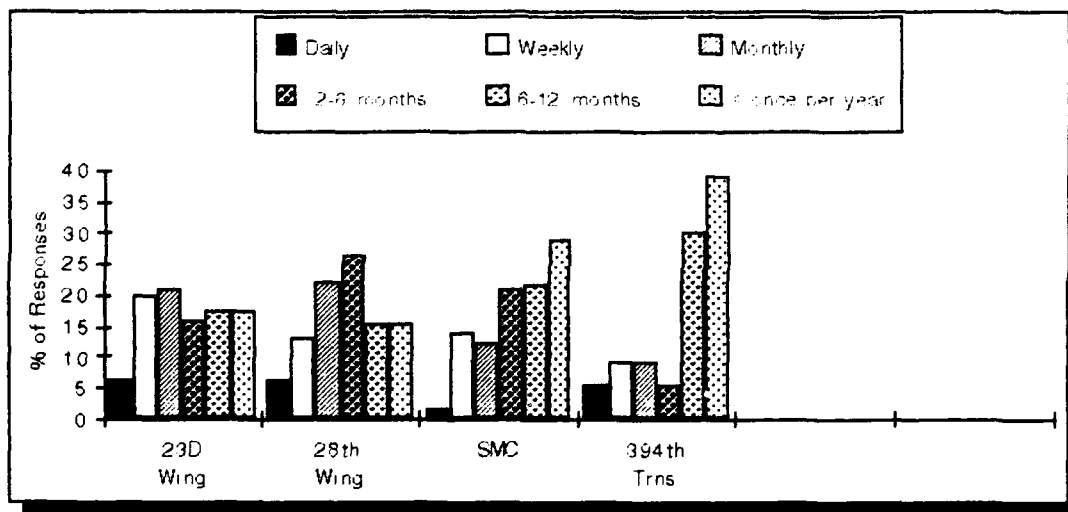


Figure 21. Frequency the Air Force Vision Statement is Seen or Heard (by location)

Air Combat Command Mission Statement.

**AIR COMBAT COMMAND PROFESSIONALS. PROVIDING THE
WORLD'S BEST COMBAT AIR FORCES. DELIVERING RAPID,
DECISIVE AIR POWER. ANYTIME, ANYWHERE.**

As shown in Figure 22, most respondents indicate that they do not see or hear the ACC mission statement more than once every 2-6 months. Figure 23

shows that a majority of the respondents perceive the ACC mission statement to play at least a somewhat significant role in their daily activities.

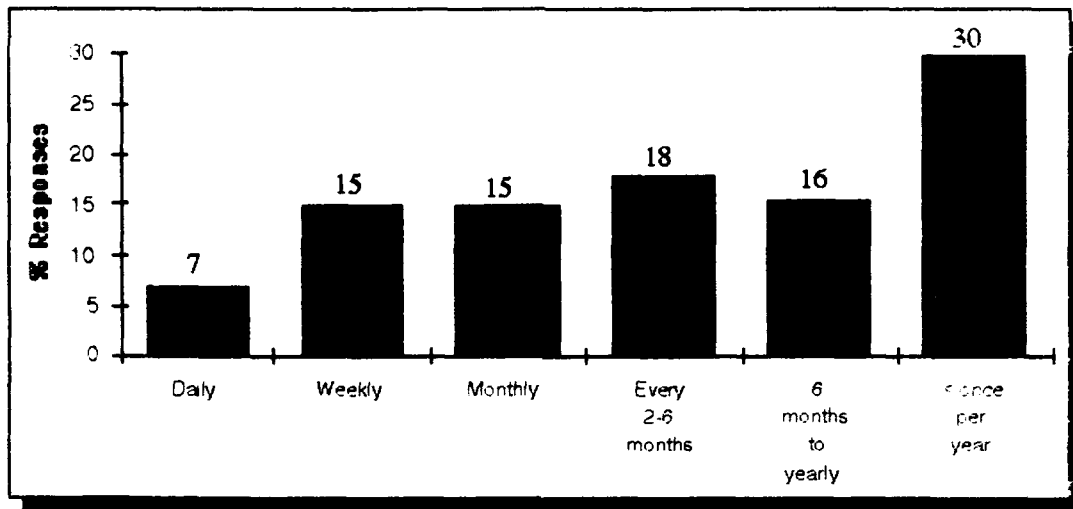


Figure 22. Frequency the Air Combat Command Mission Statement is Seen or Heard

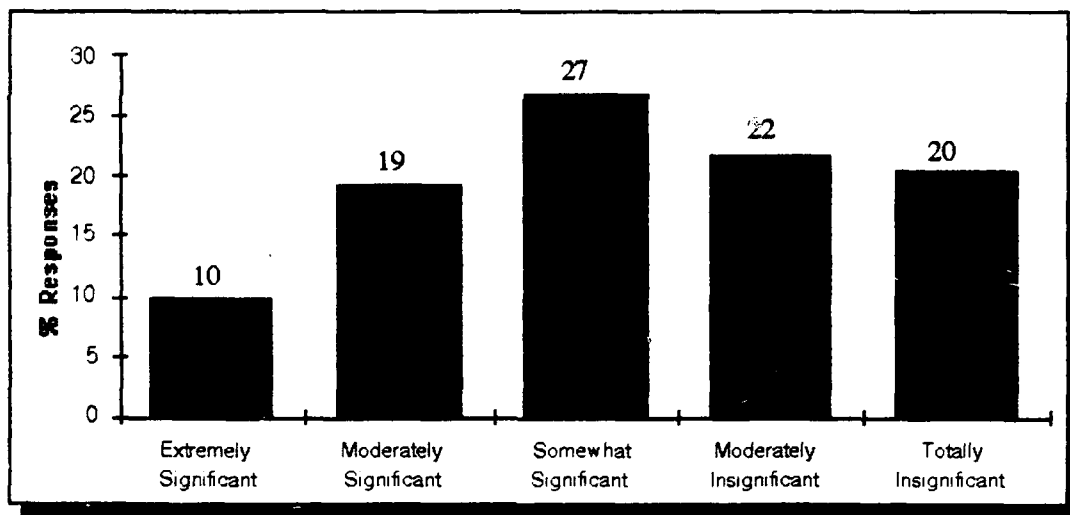


Figure 23. Perceived Significance of the Air Combat Command Mission Statement in Daily Activities

The Kruskal-Wallis tests revealed significant differences between how often the different rank and experience groups see or hear the ACC mission statement with p-values of .006 and .02, respectively. As shown in Figure 24, it

appears that the members of the E-4 to E-6 group do not see or hear the ACC mission statement as frequently as the other rank groups.

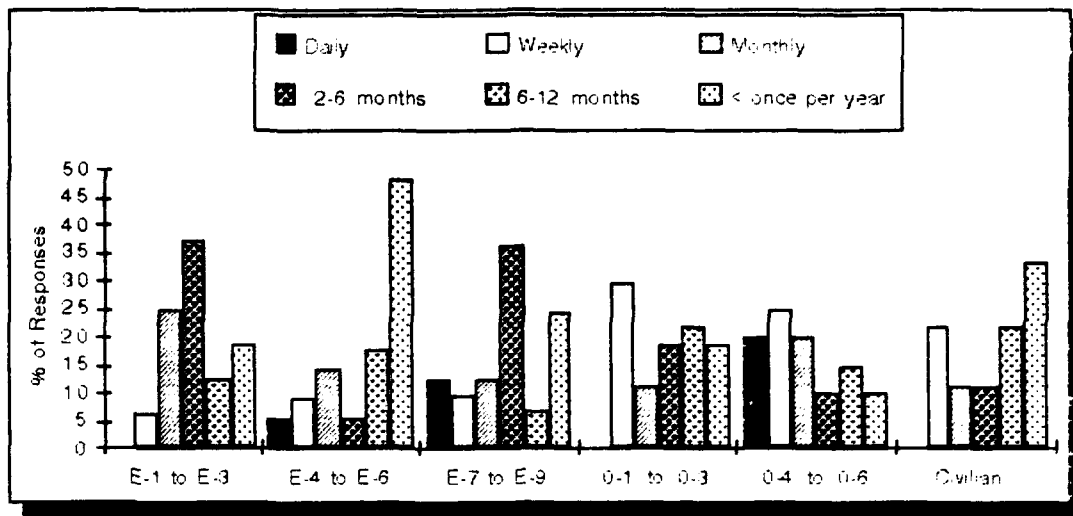


Figure 24. Frequency the Air Combat Command Mission Statement is Seen or Heard (by rank)

As shown in Figure 25, it appears that the 4 to 8 year group does not see or hear the ACC mission statement as frequently as the other rank groups. Separate Kruskal-Wallis tests for this question revealed no significant difference among respondents from the different rank and experience groups with respect to the significance of the role that the ACC mission statement plays in daily activities ($\alpha = .05$).

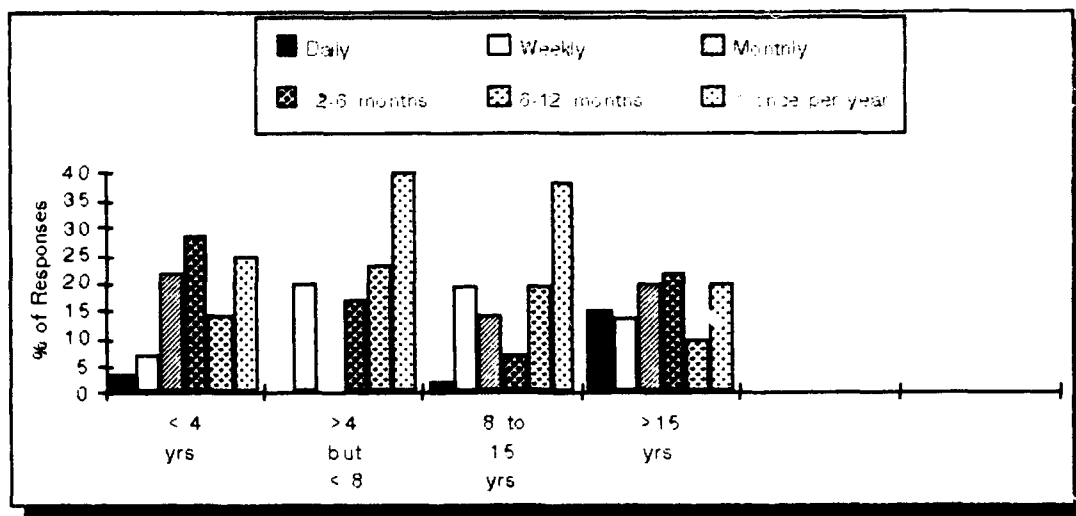


Figure 25. Frequency the Air Combat Command Mission Statement is Seen or Heard (by experience)

The Chi-Square tests concerning how frequently the ACC mission statement is seen or heard by location yielded a significant difference ($\alpha = .05$).

23D Wing Mission Statement.

23D WING - THE TIGER TEAM

- RESPONSIVE THEATER AIRLIFT
- DECISIVE CLOSE AIR SUPPORT
- ON TIME, ON TARGET

As shown in Figure 26, most respondents indicate that they do not see or hear the 23D Wing mission statement more than once every 2-6 months. Figure 27 shows that a majority of the respondents perceive the 23D Wing mission statement to play at least a somewhat significant role in their daily activities. It is interesting to note that the 23D Wing mission statement plays the most significant role of the tested statements in daily activities, and most people see or hear the statement at least weekly or less than every six months, with relatively few in between.

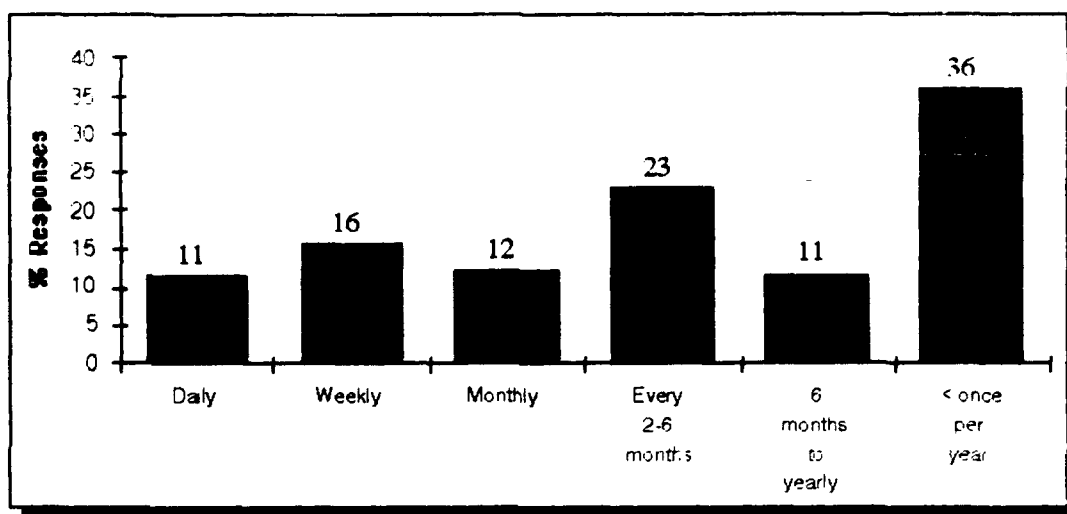


Figure 26. Frequency the 23D Mission Statement is Seen or Heard

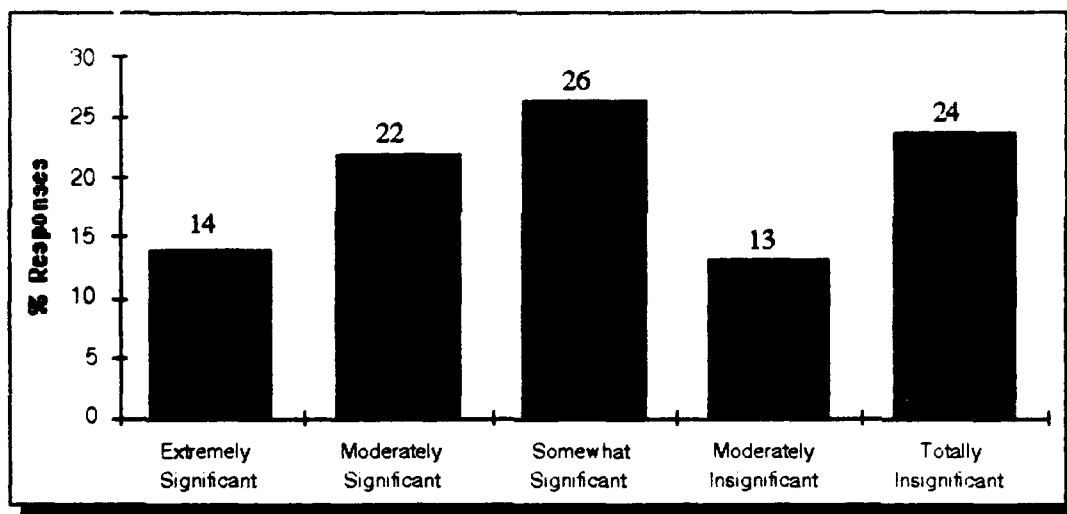


Figure 27. Perceived Significance of the 23D Mission Statement in Daily Activities

The Kruskal-Wallis test revealed a difference, with a p-value of .05, between how often the different rank groups see or hear the 23D Wing mission statement. As shown in Figure 28, it appears that the two officer groups see or hear the 23D Wing mission statement more frequently than the other rank groups. A separate Kruskal-Wallis test for this question revealed no significant difference among respondents of different rank with respect to the significance of the role that the

23D Wing mission statement plays in daily activities ($\alpha = .05$). Further, no significant differences were noted in Kruskal-Wallis tests between experience groups concerning the implementation of the 23D Wing mission statement ($\alpha = .05$).

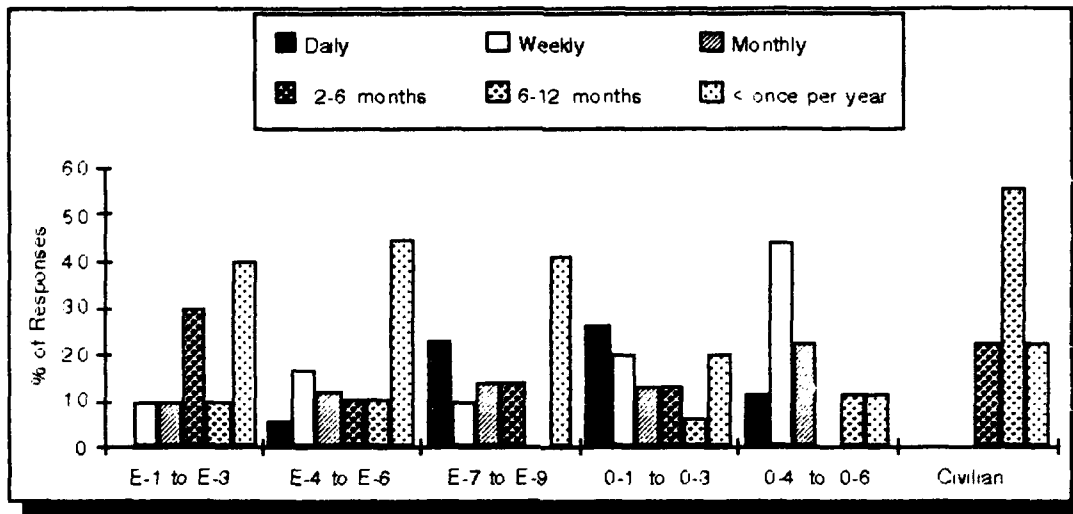


Figure 28. Frequency the 23D Mission Statement is Seen or Heard (by rank)

28th BW Mission Statement.

FIRST TO THE FIGHT, WITH DECISIVE COMBAT AIR POWER THAT ACHIEVES THE AIMS OF THE COMBATANT COMMANDER'S CAMPAIGN

As shown in Figure 29, most respondents indicate that they do not see or hear the 28th BW mission statement more than once every 2-6 months. Figure 30 shows that a majority of the respondents perceive the 28th BW mission statement to play no more than a moderately insignificant role in their daily activities.

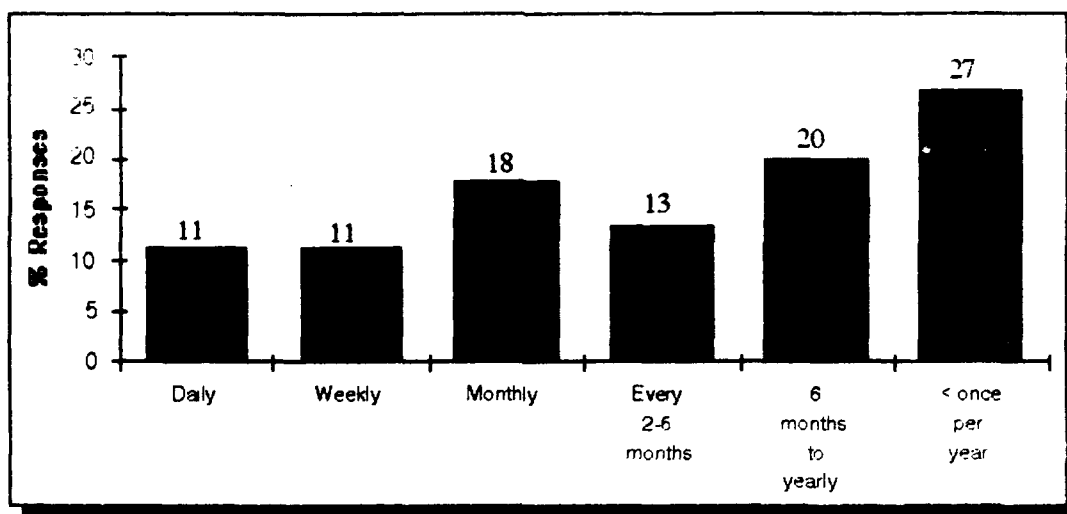


Figure 29. Frequency the 28th Mission Statement is Seen or Heard

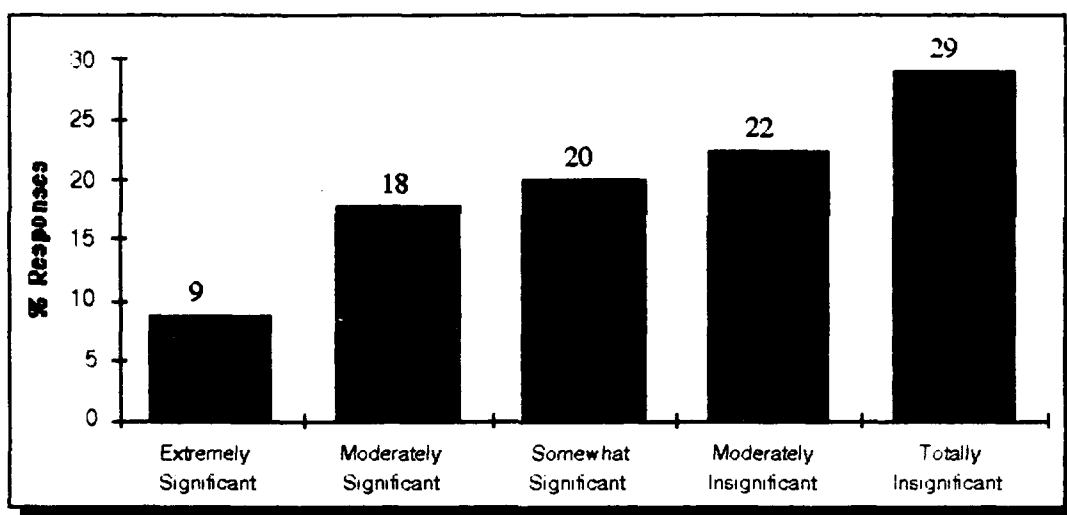


Figure 30. Perceived Significance of the 28th Mission Statement in Daily Activities

The Kruskal-Wallis tests revealed a significant difference between how often the different rank and experience groups see or hear the 28th BW mission statement, with p-values of .003 and .009, respectively. As shown in Figure 31, it appears that the two officer groups see or hear the 28th BW mission statement more frequently than the other rank groups.

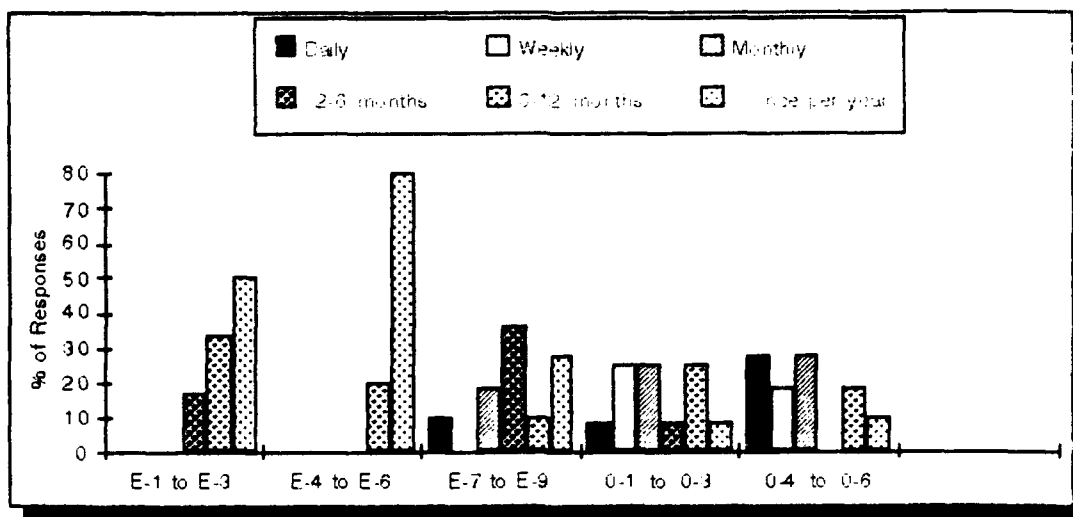


Figure 31. Frequency the 28th Mission Statement is Seen or Heard (by rank)

As shown in Figure 32, it appears that those people over 15 years in the Air Force see or hear the 28th BW mission statement more frequently than the other experience levels. Separate Kruskal-Wallis tests for this hypothesis revealed no significant differences among respondents of different rank and experience levels with respect to the significance of the role that the 28th BW mission statement plays in daily activities ($\alpha = .05$).

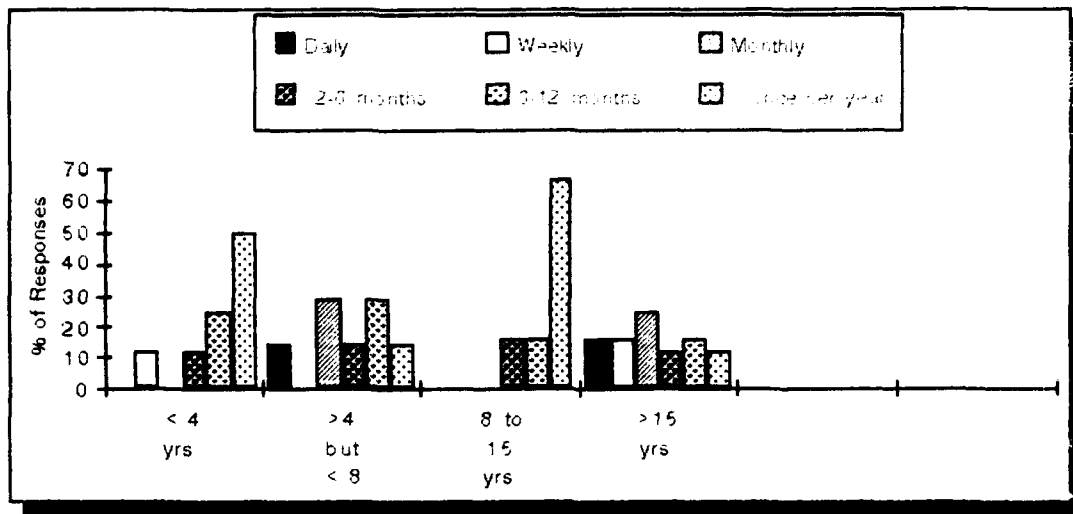


Figure 32. Frequency the 28th Mission Statement is Seen or Heard (by experience)
SMC Vision Statement.

WE WANT SMC TO BE RECOGNIZED AS A GREAT PLACE TO WORK WHERE GREAT WORK IS DONE:

- WHERE OUR CUSTOMERS RECEIVE THE HIGHEST QUALITY PRODUCT AND SERVICES;
- OUR PEOPLE THRIVE IN AN ENVIRONMENT OF MUTUAL COOPERATION, SUPPORT AND RESPECT;
- OUR LEADERS STIMULATE INNOVATION AND PERSONAL GROWTH; AND
- ALL MEMBERS OF OUR TEAM LEAVE THE WORK PLACE EACH DAY WITH THE SATISFACTION OF HAVING DONE OUR JOBS WELL, AND AN AWARENESS OF OUR VITAL CONTRIBUTIONS TO OUR NATION'S SECURITY

As shown in Figure 33, almost fifty percent of the respondents indicate that they see or hear the SMC vision statement at least monthly. However, Figure 34 shows that a majority of the respondents perceive the SMC vision statement to play no more than a moderately insignificant role in their daily activities. These findings are significant because, although the SMC vision statement is seen or heard at least weekly by more than one third of the respondents, the statement is

perceived to play a less significant role than the other statements, with 57% of respondents indicating that the SMC plays no more than a moderately insignificant role in daily activities. These results mirror the responses to the Air Force vision statement, which 56% of respondents indicated plays no more than a moderately insignificant role in daily activities.

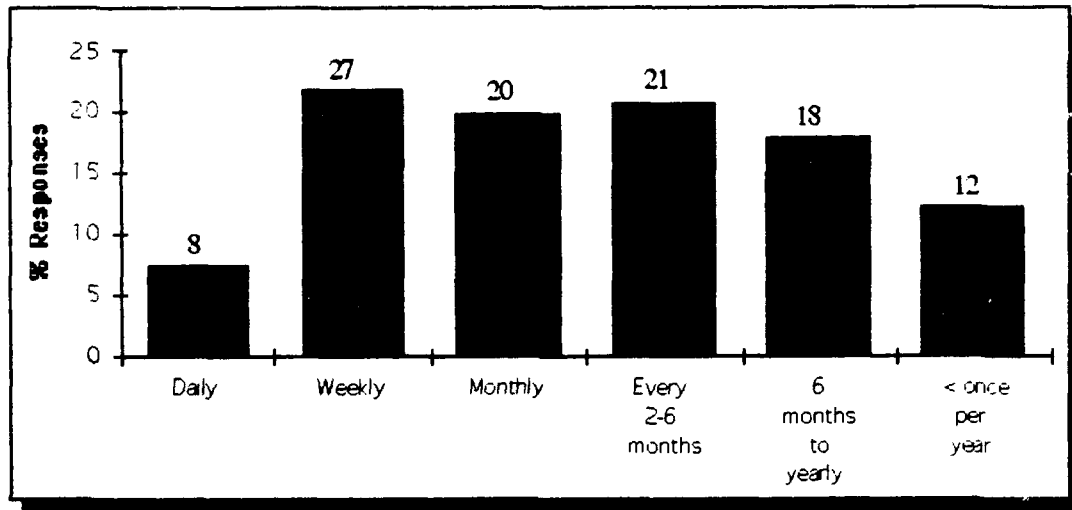


Figure 33. Frequency the SMC Vision Statement is Seen or Heard

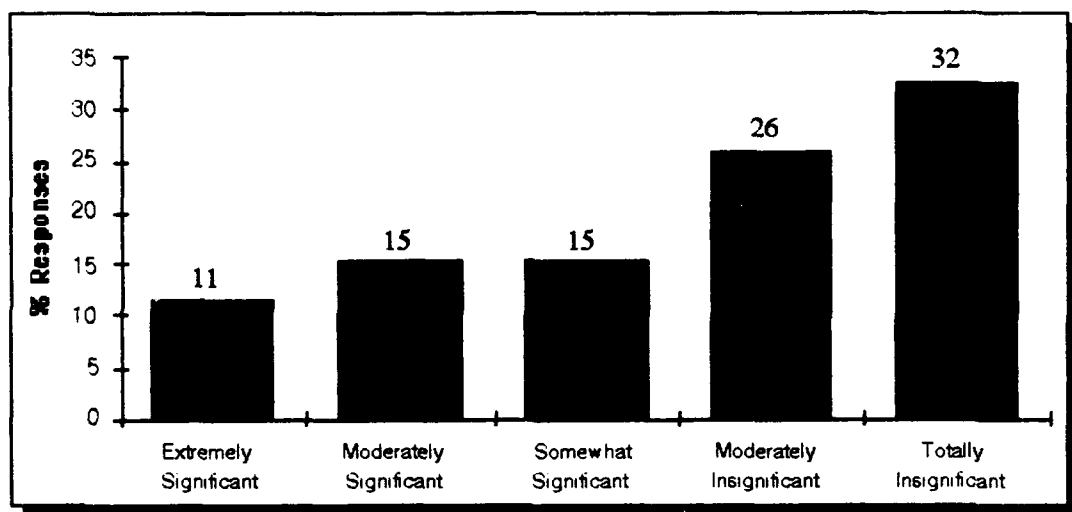


Figure 34. Perceived Significance of the SMC Vision Statement in Daily Activities

The Kruskal-Wallis tests concerning how frequently the SMC vision statement is seen or heard by different rank and experience groups, and what role it plays in their daily activities, yielded no significant differences ($\alpha = .05$).

Lackland Training Center Statement.

TO MAKE LACKLAND THE PREMIER TRAINING CENTER IN THE AIR FORCE, WITH MODERN FACILITIES AND THE RIGHT PEOPLE TOTALLY DEDICATED TO PRODUCING THE WORLD'S BEST PREPARED AIRMEN/WARRIORS FOR AMERICA AND OUR ALLIES.

As shown in Figure 35, 59% of the respondents indicate that they see or hear the Lackland Training Center statement no more than 6 months to yearly. However, Figure 36 shows that a majority of the respondents perceive the Lackland Training Center statement to play at least a somewhat significant role in their daily activities. These results are significant as the Lackland Training Center statement is seen or heard by the 394th respondents far less often than other statements are seen or heard. None of the respondents reported hearing the statement daily.

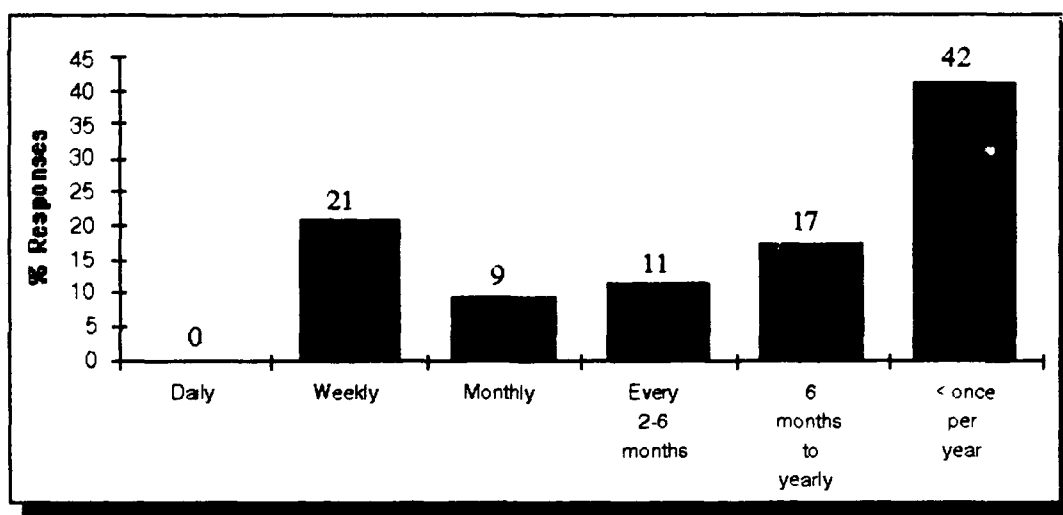


Figure 35. Frequency the Lackland Statement is Seen or Heard

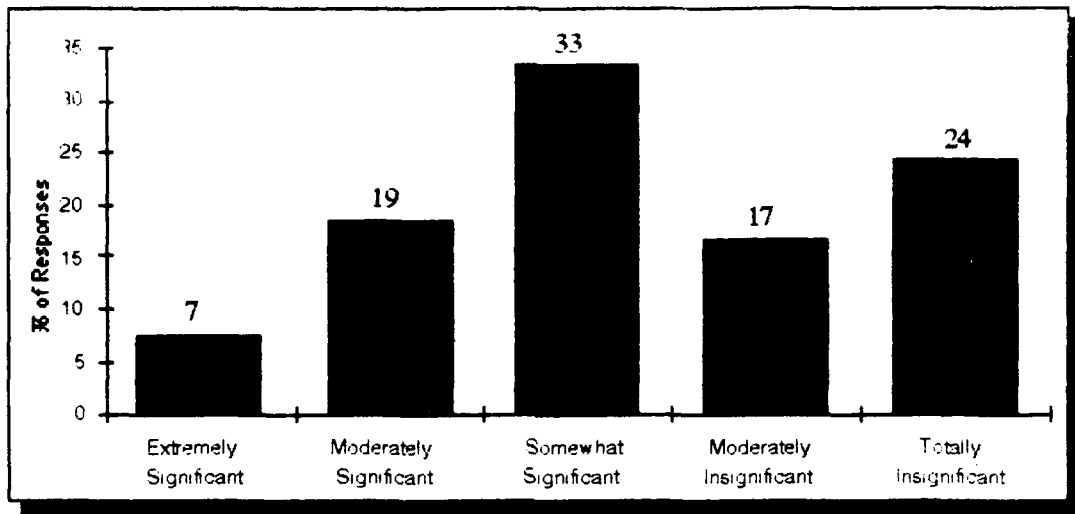


Figure 36. Perceived Significance of the Lackland Statement in Daily Activities

The Kruskal-Wallis tests concerning how frequently the Lackland Training Center statement is seen or heard by different rank and experience groups, and what role it plays in their daily activities, yielded no significant difference among those groups ($\alpha = .05$).

Comments: By far, most of the additional written remarks covered implementation. Since the survey intentionally provided only a few questions related to implementation, there were a lot of opinions offered outside the scope of the survey questions. Most comments concerning implementation cite a lack of upper management support for the statements or for the concerns of the lower ranking personnel. In defending the SMC statement, one respondent wrote that the statement is "immature, unevenly deployed, and misunderstood," but it is this uneven deployment and lack of understanding that the critical responses say management must be responsible for preventing. Several SMC comments assert that there is a lack of management commitment to the SMC vision.

Research Questions

Research Question #1 Perceived Importance of Vision Statements. Air Force personnel seem to generally believed that having a vision statements is moderately important to the success of the Air Force.

Research Question #2 USAF Vision Statement Element Incorporation . A majority of respondents perceive the Air Force vision statement to at least somewhat effectively incorporate each of the elements of effective vision statements. Further, most indicated that the Air Force vision statement very effectively incorporates a realistic goal.

Research Question #3 Effectiveness of Statements. Results indicate the Air Force vision statement is perceived to be somewhat effective overall. The 23D Wing mission statement is the only subordinate statement that received a majority of favorable responses indicating that it provides a distinct identity and focus. Although receiving a majority of favorable responses, the effectiveness of the 23D Wing mission is not significantly greater than the ambivalent responses to the other statements.

Research Question #4 Continuation of the Visioning Process. Although an Air Force vision statement is believed to be only moderately important, over two-thirds of respondents consider it important to continue the visioning process at both the MAJCOM and wing levels.

Research Question #5 Subordinate Statement Element Incorporation. Although clear future image and realistic goal are generally better incorporated, all

of the elements are perceived to be at least somewhat effectively incorporated in the subordinate statements.

Summary of Findings

This chapter provided the results of the tests of hypothesis, and noted significant outcomes. Table 14 lists the significant findings of this research. Only results with significance levels of .05 or better are listed as significant findings in this table. Discussion and recommendations related to these findings follow in Chapter V.

TABLE 14
Summary of Significant Findings

#	Finding
1	Most respondents perceive the Air Force vision statement to be at least moderately important to the success of the Air Force.
2	All of the essential elements of vision statements are perceived to be at least moderately important.
3	Most respondents perceive the Air Force vision statement to at least very effectively incorporate a realistic goal, and to at least somewhat effectively incorporate the other elements of effective vision statements.
4	Most respondents consider the Air Force vision statement to be at least somewhat effective overall.
5	Civilians and Field Grade Officers perceive the Air Force vision statement to be less effective overall than other rank groups.
6	50% of respondents indicate that, overall, the Air Combat Command mission statement is effective.
7	55% of respondents indicate that, overall, the 23D Wing mission statement is effective.
8	39% of respondents indicate that, overall, the 28th BW mission statement is effective.
9	42% of respondents indicate that, overall, the Space and Missile Systems Center (SMC) vision statement is effective.
10	47% of respondents indicate that, overall, the Lackland Training Center statement is effective.

TABLE 14

Summary of Significant Findings (continued)

#	Finding
11	67% of the ACC respondents indicate that continuation of the visioning process at the ACC MAJCOM level is important.
12	69% of respondents indicate that continuation of the visioning process at the wing level is important.
13	Most respondents indicate that the Air Combat Command mission statement at least very effectively incorporates a realistic goal, and somewhat effectively incorporates the other elements of effective vision statements.
14	Most respondents indicate that the 23D Wing mission statement at least very effectively incorporates a clear future image and a realistic goal, and somewhat effectively incorporates the other elements of effective vision statements.
15	Most respondents indicate that the 28th BW mission statement at least somewhat effectively incorporates the elements of effective vision statements.
16	Most respondents indicate that the SMC vision statement at least somewhat effectively incorporates the elements of effective vision statements.
17	Most respondents indicate that the Lackland Training Center statement at least very effectively incorporates a clear future image and a realistic goal, and somewhat effectively incorporates the other elements of effective vision statements.
18	Most respondents see or hear the Air Force vision statement at least once every 2-6 months, and perceive the statement to be no more than moderately insignificant in daily activities.
19	E-1 to E-3, and Civilian respondents do not see or hear the Air Force vision statement as often as others.
20	SMC and the 394th Transportation Sqdn. do not see or hear the Air Force vision statement as often as the ACC wings.
21	Most respondents see or hear the Air Combat Command mission statement at least once every 2-6 months, and perceive the statement to be at least somewhat significant in daily activities.
22	E-4 to E-6 respondents do not see or hear the Air Combat Command mission statement as often as others.
23	The 4 to 8 year group does not see or hear the Air Combat Command mission statement as often as the other groups.

TABLE 14

Summary of Significant Findings (continued)

#	Finding
24	Most respondents see or hear the 23D Wing mission statement at least once every 2-6 months, and perceive the statement to be at least somewhat significant in daily activities.
25	Officers see or hear the 23D Wing mission statement more often than others.
26	Most respondents see or hear the 28th BW mission statement at least once every 2-6 months, and perceive the statement to be no more than moderately insignificant in daily activities.
27	Officers see or hear the 28th BW mission statement more often than others.
28	Respondents with greater than 15 years see or hear the 28th BW mission statement more often than others.
29	Most respondents see or hear the SMC vision statement at least monthly, and perceive the statement to be no more than moderately insignificant in daily activities.
30	Most respondents see or hear the Lackland Training Center statement at least every six months to yearly, and perceive the statement to be at least somewhat significant in daily activities.

V. Discussion and Conclusions

Introduction

In this chapter, the implications of the study's findings are presented, and research limitations are discussed. This chapter concludes with some recommendations for future research.

Implications of Findings

The research findings indicated that having an Air Force vision statement is moderately important. Therefore, the Air Force should continue to implement and improve a visioning process to create a vision statement that provides motivation and focus for all personnel. In the literature review, five elements of effective vision statements were found: a clear future image, a realistic goal, a sense of excitement, a sense of ownership, and an external focus. All of these elements were perceived to be at least moderately important, indicating that as a minimum, vision statement development should address these areas as being necessary, if not sufficient, for an effective vision statement. Given these results, some correlation was expected between the incorporation of the elements in a given statement, and that statement's perceived overall effectiveness. A realistic goal was perceived to be well incorporated in all of the statements evaluated; the remaining elements were not perceived to be as effectively incorporated, with a sense of ownership being the least effectively incorporated element. All of the statements received generally ambivalent responses concerning overall effectiveness. Since the elements were not all considered to be effectively incorporated, the overall effectiveness results were not surprising. Further, since a sense of ownership, while most often addressed in the respondent's written comments, was not as

effectively incorporated, this element deserves increased attention in future visioning efforts. Additionally, comments indicated that the current statements were generally too long and vague, and respondents wrote they would prefer shorter, more focused, statements. A possible implication is that brevity may be a sixth element essential for effective vision statements.

Another important finding from this research is the need to continue the visioning process. Two-thirds of respondents answered that continuation of the visioning process at both the MAJCOM and wing levels was important. Therefore the efforts of subordinate units to build upon the Air Force vision, by creating vision/mission statements, should continue and be encouraged.

Although this study only briefly examined implementation through the use of two survey questions, this topic generated the majority of written comments, and warrants future study. The two questions were included to gain a rough indication of the importance of implementation to the perceived effectiveness of vision statements. The results from these questions indicated that implementation is very important, and not very well accomplished. The E-1 to E-3 and Civilian groups reported that they did not see or hear the Air Force vision statement as often as other members. Following this trend, in the 23D Wing and 28th BW, the O-1 to O-3 and O-4 to O-6 rank groups see or hear the wing mission statements significantly more often than the Civilian or Enlisted groups. This indicates that the enlisted ranks are not as exposed to the vision of the wings, and future efforts should place emphasis in this area. Since the 23D Wing and 28th BW are both fairly new wings, with recently defined missions, their mission statements should be made even more visible to all ranks. The personnel of SMC see their vision statement more frequently than other units, the statement is perceived to play a less

significant role in the daily activities of that organization. From the written comments, it can be inferred that this may be at least partly due to the generic nature of the statement, and a perceived lack of management support for the vision. In contrast, although the respondents from the 394th see the Lackland Training Center statement less frequently than other units, the statement plays a more significant role. The concern of the 394th respondents is that the Lackland Training Center statement does not adequately include all organizations of the base. It was found that a feeling of being included in the organizational vision is important, and including all personnel inside the organization may be more important than an external focus looking outside.

Research Limitations

A number of minor problems with the survey instrument were recognized as this study progressed. First, many of the surveys were *mismarked* on questions concerning the relative importance of the elements of effective vision statements, and the relative effective incorporation of those elements. While the instructions explicitly stated directions to rank items from least to most important, clearer instructions and example responses may have improved the responses. As a result of the mismarking, it was not possible to accurately determine the results of the questions concerning relative rankings. Further, the overall effectiveness of the subordinate statements was determined through the use of yes/no questions, instead of ordinal scales. An ordinal scale was used to assess the effectiveness of the Air Force vision statement, and provided more useful information.

Due to the limited number of responses that could be analyzed in the given time frame of this study, it was necessary to limit the number and type of organizations surveyed. By including two ACC wings, an AETC Squadron, and

an AFMC organization, it was hoped that the sample would be representative of the Air Force population. However, given the limited number of units involved, it may be difficult to generalize the results of this study across the entire Air Force population. Further, the Lackland Training Center statement was only evaluated by one squadron. The results could be significantly different if other units from the Center were included.

Another possible limitation of this study concerns the distribution of the survey instrument to the participants. Rather than utilizing a purely random sampling technique, a fixed number of surveys were sent to quality personnel from each participating organization. The surveys were then distributed internally across the range of ranks, experience levels, and sub-units. Since the survey responses contained adequate representation from all stratification groups, representativeness was assumed.

Conclusions and Recommendations

This study assessed the Air Force and subordinate vision statements to determine how effectively current Air Force efforts provide vision for Air Force personnel. In assessing the Air Force vision statement, it was found that personnel perceive that statement to be moderately important, and somewhat effective. The statement's effectiveness was based on overall impressions, as well as the incorporation of several proposed elements of effective vision statements. A clear majority (over two-thirds) of personnel consider it important to continue the visioning process at lower levels of the Air Force organization. While continuing the process is important, examination of several continuation efforts shows those efforts to be only moderately effective.

While implementation was covered briefly in this study, this area represents a critical step in the visioning process that warrants further research. Future efforts may attempt to identify different implementation strategies, and conduct follow-on research to determine the success of those approaches. Additionally, this study did not attempt to measure the impact of the vision statements on the organization's personnel. Obtaining personnel perceptions before and after vision statement deployment may provide useful information to those leaders attempting to improve the focus of their organizations. Further, organizational performance was not used to assess the effectiveness of unit vision statements. Future studies may examine "successful organizations" as determined by some criteria such as the Baldrige Award Criteria Framework, Unit Effectiveness Ratings, etc., to determine if the unit vision statements of these organizations contribute to their success. Finally, because the 394th Transportation Squadron is merely one organization at the Lackland Training Center, the perceptions of the Lackland Training Center statement may not be reflective of the much larger base population. Further study in this regard seems warranted.

There are several recommendations for future research to build upon this study. The sample could be expanded to include other types of organizations from other MAJCOMS, in order to achieve a greater representation of the Air Force population. Stratification could be accomplished by different criteria than were used in this study such as time in unit, and managerial level. Due to the number of written comments concerning the length and wordiness of current statements, brevity could be examined as a possible sixth element of effective vision statements. It was noteworthy that the statements that were seen most frequently

were generally perceived to play a less significant role in daily activities. Further research may seek to determine if significance varies with exposure.

Given the dynamic world environment in which the Air Force currently finds itself, it is imperative that Air Force personnel have a clear understanding of what their role is, and what their organization aspires to be. This research has found that vision statements are important to Air Force personnel, and the development and implementation of these statements deserve a great deal of attention at all levels of Air Force leadership. Ultimately, continued research and leadership are required to provide today's organizations the paths to tomorrow.

Appendix A: Survey Instruments

(23D Wing)

PART I BACKGROUND INFORMATION

This section of the survey contains two items dealing with personal characteristics. This information will be used to place respondents into various groups to facilitate comparative analysis.

1. Indicate your present rank/grade.

1. Airman (E-1 to E-3)
2. NCO (E-4 to E-6)
3. Senior NCO (E-7 to E-9)
4. Company Grade Officer (O-1 to O-3)
5. Field Grade (O-4 to O-6)
6. General Officer
7. Civilian GS-9 or Below
8. Civilian GS-11 to GS-12
9. Civilian GM-13 or above
10. Civilian WG

2. Indicate how many years you have been in/worked for the Air Force.

1. Less than 4
2. > 4 but < 8
3. 8 to 15
4. > 15

PART II. VISION STATEMENT EVALUATION

It is widely held that one of the keys to the success of any organization is the existence of a shared vision, among all employees, of what the organization hopes to achieve. For example, our Air Force vision statement is:

"AIR FORCE PEOPLE BUILDING THE WORLD'S MOST RESPECTED AIR AND SPACE FORCE...GLOBAL POWER AND REACH FOR AMERICA."

3. How important do you believe that a vision statement, such as the one above, is to the success of the Air Force?

1. Extremely important
2. Moderately important
3. Neutral
4. Of little importance
5. Not important at all

**"AIR FORCE PEOPLE BUILDING THE WORLD'S MOST RESPECTED AIR
AND SPACE FORCE...GLOBAL POWER AND REACH FOR AMERICA."**

Use a 1 to 5 scale (1 - most important, 5 - least important) to rank how important you believe the following factors are to the success of the Air Force. Use each rank only once.

- ___ 4. A charismatic leader (popular, motivating, and inspiring)
- ___ 5. A participative management approach (all members of the organization have a voice in decision making matters that affect their job)
- ___ 6. A clearly stated organizational vision
- ___ 7. Training and education
- ___ 8. Morale programs

9. How often do you see or hear the statement at the top of the page?

- 1. Daily
- 2. Weekly
- 3. Monthly
- 4. Every 2 to 6 months
- 5. Once every 6 months to yearly
- 6. Less than once per year

10. How significant a role does the vision statement at the top of the page play in your daily activities?

- 1. Extremely significant
- 2. Moderately significant
- 3. Somewhat significant
- 4. Moderately insignificant
- 5. Totally insignificant

Use the following scale to answer questions 11 through 15.

- 1. Extremely important
- 2. Very important
- 3. Useful, somewhat helpful
- 4. Not very important
- 5. Of no importance

Research indicates that effective vision statements must possess certain attributes. In your opinion, how important is it that an organization's vision statement contain the following attributes:

- 11. A clear image of the future state of the organization
- 12. A realistic and attainable goal
- 13. A sense of ownership, a feeling that the vision described is uniquely your own
- 14. A sense of excitement (motivation and inspiration)
- 15. An external focus (e.g., concern for the American public as our customer, and an awareness of the capabilities of potential adversaries)

"AIR FORCE PEOPLE BUILDING THE WORLD'S MOST RESPECTED AIR AND SPACE FORCE...GLOBAL POWER AND REACH FOR AMERICA."

Use a 1 to 5 scale (1 - most important, 5 - least important) to rank the relative importance of the following attributes to an effective organizational vision statement. Use each rank only once.

- ___ 16. A clear image of the future state of the organization
- ___ 17. A realistic and attainable goal
- ___ 18. A sense of ownership, a feeling that the vision described is uniquely your own
- ___ 19. A sense of excitement (motivation and inspiration)
- ___ 20. An external focus (e.g., concern for the American public as our customer, and an awareness of the capabilities of potential adversaries)

Refer to the Air Force vision statement at the top of the page, and use the following scale to answer questions 21 through 25.

- 1. Extremely effective
- 2. Very effective
- 3. Somewhat effective
- 4. Not very effective
- 5. Ineffective

In your opinion, how effective is the Air Force vision statement in addressing the following attributes of vision statements:

- 21. A clear image of the future state of the Air Force
- 22. A realistic and attainable goal
- 23. A sense of ownership, a feeling that the vision described is uniquely your own
- 24. A sense of excitement (motivation and inspiration)
- 25. An external focus (e.g., concern for the American public as our customer, and an awareness of the capabilities of potential adversaries)

Use a 1 to 5 scale (1 - most effective, 5 - least effective) to rank how effectively the Air Force vision statement demonstrates the following characteristics. Use each rank only once.

- ___ 26. A clear image of the future state of the Air Force
- ___ 27. A realistic and attainable goal
- ___ 28. A sense of ownership, a feeling that the vision described is uniquely your own
- ___ 29. A sense of excitement (motivation and inspiration)
- ___ 30. An external focus (e.g., concern for the American public as our customer, and an awareness of the capabilities of potential adversaries)

31. Overall, how effective is the Air Force vision statement in providing a clear shared vision for you?

1. Extremely effective
2. Very effective
3. Somewhat effective
4. Not very effective
5. Ineffective

PART III. COMMAND MISSION STATEMENT EVALUATION

It is widely held that another key to the success of any organization is the continuation of the visioning process through lower levels of large organizations to bring the organization's vision closer to the people. To this end, Air Combat Command developed the following mission statement:

"AIR COMBAT COMMAND PROFESSIONALS. PROVIDING THE WORLD'S BEST COMBAT AIR FORCES. DELIVERING RAPID, DECISIVE AIRPOWER. ANYTIME, ANYWHERE."

32. How often do you see or hear the above statement?

1. Daily
2. Weekly
3. Monthly
4. Every 2 to 6 months
5. Once every 6 months to yearly
6. Less than once per year

33. How significant a role does the above statement play in your daily activities?

1. Extremely significant
2. Moderately significant
3. Somewhat significant
4. Moderately insignificant
5. Totally insignificant

"AIR COMBAT COMMAND PROFESSIONALS. PROVIDING THE WORLD'S BEST COMBAT AIR FORCES. DELIVERING RAPID, DECISIVE AIRPOWER. ANYTIME. ANYWHERE."

Refer to the Air Combat Command mission statement above, and use the following scale to answer questions 34 through 38.

1. Extremely effective
2. Very effective
3. Somewhat effective
4. Not very effective
5. Ineffective

In your opinion, how effective is the Air Combat Command mission statement in addressing the following attributes:

34. A clear image of the future state of the Air Combat Command
35. A realistic and attainable goal
36. A sense of ownership, a feeling that the mission described is uniquely your own
37. A sense of excitement (motivation and inspiration)
38. An external focus (e.g., concern for the other commands and services as our customers, and an awareness of the capabilities of potential adversaries)

Use a 1 to 5 scale (1 - most effective, 5 - least effective) to rank how effectively the Air Combat Command mission statement demonstrates the following characteristics. Use each rank only once.

- ___ 39. A clear image of the future state of the Air Combat Command
- ___ 40. A realistic and attainable goal
- ___ 41. A sense of ownership, a feeling that the mission described is uniquely your own
- ___ 42. A sense of excitement (motivation and inspiration)
- ___ 43. An external focus (e.g., concern for the other commands and services as our customers, and an awareness of the capabilities of potential adversaries)
44. Should the Air Combat Command continue the visioning process by developing a statement that is unique enough to provide a distinct identity and focus for the people of ACC?
 1. Yes
 2. No
45. Does the Air Combat Command mission statement provide a distinct identity and focus for you?
 1. Yes
 2. No

PART IV. WING MISSION STATEMENT EVALUATION

To further continue the visioning process, the 23D Wing developed the following mission statement to tie its role to the Air Force vision:

23D WING - THE TIGER TEAM

- RESPONSIVE THEATER AIRLIFT
- DECISIVE CLOSE AIR SUPPORT
- ON TIME, ON TARGET

46. How often do you see or hear the above statement?

1. Daily
2. Weekly
3. Monthly
4. Every 2 to 6 months
5. Once every 6 months to yearly
6. Less than once per year

47. How significant a role does the above statement play in your daily activities?

1. Extremely significant
2. Moderately significant
3. Somewhat significant
4. Moderately insignificant
5. Totally insignificant

Refer to the 23D Wing mission statement at the top of the page, and use the following scale to answer questions 48 through 52.

1. Extremely effective
2. Very effective
3. Somewhat effective
4. Not very effective
5. Ineffective

In your opinion, how effective is the 23D Wing mission statement in addressing the following attributes:

48. A clear image of the future state of the 23D Wing
49. A realistic and attainable goal
50. A sense of ownership, a feeling that the mission described is uniquely your own
51. A sense of excitement (motivation and inspiration)
52. An external focus (e.g., concern for the other commands and services as our customers, and an awareness of the capabilities of potential adversaries)

23D WING - THE TIGER TEAM

- RESPONSIVE THEATER AIRLIFT
- DECISIVE CLOSE AIR SUPPORT
- ON TIME, ON TARGET

Use a 1 to 5 scale (1 - most effective, 5 - least effective) to rank how effectively the 23D Wing mission statement demonstrates the following characteristics. Use each rank only once.

- ___ 53. A clear image of the future state of the 23D Wing
- ___ 54. A realistic and attainable goal
- ___ 55. A sense of ownership, a feeling that the mission described is uniquely your own
- ___ 56. A sense of excitement (motivation and inspiration)
- ___ 57. An external focus (e.g., concern for the other commands and services as our customers, and an awareness of the capabilities of potential adversaries)

- 58. Should the 23D Wing continue the visioning process by developing a statement that is unique enough to provide a distinct identity and focus for the people of the Wing?
 - 1. Yes
 - 2. No

- 59. Does the 23D Wing mission statement provide a distinct identity and focus for you?
 - 1. Yes
 - 2. No

PART V COMMENTS

- 60. Do you have any other comments with respect to the visioning process?

(28th BW)

PART I BACKGROUND INFORMATION

This section of the survey contains two items dealing with personal characteristics. This information will be used to place respondents into various groups to facilitate comparative analysis.

1. Indicate your present rank/grade.

1. Airman (E-1 to E-3)
2. NCO (E-4 to E-6)
3. Senior NCO (E-7 to E-9)
4. Company Grade Officer (O-1 to O-3)
5. Field Grade (O-4 to O-6)
6. General Officer
7. Civilian GS-9 or Below
8. Civilian GS-11 to GS-12
9. Civilian GM-13 or above
10. Civilian WG

2. Indicate how many years you have been in/worked for the Air Force.

1. Less than 4
2. > 4 but < 8
3. 8 to 15
4. > 15

PART II. VISION STATEMENT EVALUATION

It is widely held that one of the keys to the success of any organization is the existence of a shared vision, among all employees, of what the organization hopes to achieve. For example, our Air Force vision statement is:

"AIR FORCE PEOPLE BUILDING THE WORLD'S MOST RESPECTED AIR AND SPACE FORCE...GLOBAL POWER AND REACH FOR AMERICA."

3. How important do you believe that a vision statement, such as the one above, is to the success of the Air Force?

1. Extremely important
2. Moderately important
3. Neutral
4. Of little importance
5. Not important at all

**"AIR FORCE PEOPLE BUILDING THE WORLD'S MOST RESPECTED AIR
AND SPACE FORCE...GLOBAL POWER AND REACH FOR AMERICA."**

Use a 1 to 5 scale (1 - most important, 5 - least important) to rank how important you believe the following factors are to the success of the Air Force. Use each rank only once.

- ☐ 4. A charismatic leader (popular, motivating, and inspiring)
- ☐ 5. A participative management approach (all members of the organization have a voice in decision making matters that affect their job)
- ☐ 6. A clearly stated organizational vision
- ☐ 7. Training and education
- ☐ 8. Morale programs

9. How often do you see or hear the statement at the top of the page?

- 1. Daily
- 2. Weekly
- 3. Monthly
- 4. Every 2 to 6 months
- 5. Once every 6 months to yearly
- 6. Less than once per year

10. How significant a role does the vision statement at the top of the page play in your daily activities?

- 1. Extremely significant
- 2. Moderately significant
- 3. Somewhat significant
- 4. Moderately insignificant
- 5. Totally insignificant

Use the following scale to answer questions 11 through 15.

- 1. Extremely important
- 2. Very important
- 3. Useful, somewhat helpful
- 4. Not very important
- 5. Of no importance

Research indicates that effective vision statements must possess certain attributes. In your opinion, how important is it that an organization's vision statement contain the following attributes:

- 11. A clear image of the future state of the organization
- 12. A realistic and attainable goal
- 13. A sense of ownership, a feeling that the vision described is uniquely your own
- 14. A sense of excitement (motivation and inspiration)
- 15. An external focus (e.g., concern for the American public as our customer, and an awareness of the capabilities of potential adversaries)

"AIR FORCE PEOPLE BUILDING THE WORLD'S MOST RESPECTED AIR AND SPACE FORCE...GLOBAL POWER AND REACH FOR AMERICA."

Use a 1 to 5 scale (1 - most important, 5 - least important) to rank the relative importance of the following attributes to an effective organizational vision statement. Use each rank only once.

- ☐ 16. A clear image of the future state of the organization
- ☐ 17. A realistic and attainable goal
- ☐ 18. A sense of ownership, a feeling that the vision described is uniquely your own
- ☐ 19. A sense of excitement (motivation and inspiration)
- ☐ 20. An external focus (e.g., concern for the American public as our customer, and an awareness of the capabilities of potential adversaries)

Refer to the Air Force vision statement at the top of the page, and use the following scale to answer questions 21 through 25.

- 1. Extremely effective
- 2. Very effective
- 3. Somewhat effective
- 4. Not very effective
- 5. Ineffective

In your opinion, how effective is the Air Force vision statement in addressing the following attributes of vision statements:

- 21. A clear image of the future state of the Air Force
- 22. A realistic and attainable goal
- 23. A sense of ownership, a feeling that the vision described is uniquely your own
- 24. A sense of excitement (motivation and inspiration)
- 25. An external focus (e.g., concern for the American public as our customer, and an awareness of the capabilities of potential adversaries)

Use a 1 to 5 scale (1 - most effective, 5 - least effective) to rank how effectively the Air Force vision statement demonstrates the following characteristics. Use each rank only once.

- ☐ 26. A clear image of the future state of the Air Force
- ☐ 27. A realistic and attainable goal
- ☐ 28. A sense of ownership, a feeling that the vision described is uniquely your own
- ☐ 29. A sense of excitement (motivation and inspiration)
- ☐ 30. An external focus (e.g., concern for the American public as our customer, and an awareness of the capabilities of potential adversaries)

31. Overall, how effective is the Air Force vision statement in providing a clear shared vision for you?

1. Extremely effective
2. Very effective
3. Somewhat effective
4. Not very effective
5. Ineffective

PART III. COMMAND MISSION STATEMENT EVALUATION

It is widely held that another key to the success of any organization is the continuation of the visioning process through lower levels of large organizations to bring the organization's vision closer to the people. To this end, Air Combat Command developed the following mission statement:

"AIR COMBAT COMMAND PROFESSIONALS. PROVIDING THE WORLD'S BEST COMBAT AIR FORCES. DELIVERING RAPID, DECISIVE AIRPOWER. ANYTIME, ANYWHERE."

32. How often do you see or hear the above statement?

1. Daily
2. Weekly
3. Monthly
4. Every 2 to 6 months
5. Once every 6 months to yearly
6. Less than once per year

33. How significant a role does the above statement play in your daily activities?

1. Extremely significant
2. Moderately significant
3. Somewhat significant
4. Moderately insignificant
5. Totally insignificant

"AIR COMBAT COMMAND PROFESSIONALS. PROVIDING THE WORLD'S BEST COMBAT AIR FORCES. DELIVERING RAPID, DECISIVE AIRPOWER. ANYTIME, ANYWHERE."

Refer to the Air Combat Command mission statement above, and use the following scale to answer questions 34 through 38.

1. Extremely effective
2. Very effective
3. Somewhat effective
4. Not very effective
5. Ineffective

In your opinion, how effective is the Air Combat Command mission statement in addressing the following attributes:

34. A clear image of the future state of the Air Combat Command
35. A realistic and attainable goal
36. A sense of ownership, a feeling that the mission described is uniquely your own
37. A sense of excitement (motivation and inspiration)
38. An external focus (e.g., concern for the other commands and services as our customers, and an awareness of the capabilities of potential adversaries)

Use a 1 to 5 scale (1 - most effective, 5 - least effective) to rank how effectively the Air Combat Command mission statement demonstrates the following characteristics. Use each rank only once.

- ☐ 39. A clear image of the future state of the Air Combat Command
- ☐ 40. A realistic and attainable goal
- ☐ 41. A sense of ownership, a feeling that the mission described is uniquely your own
- ☐ 42. A sense of excitement (motivation and inspiration)
- ☐ 43. An external focus (e.g., concern for the other commands and services as our customers, and an awareness of the capabilities of potential adversaries)
44. Should the Air Combat Command continue the visioning process by developing a statement that is unique enough to provide a distinct identity and focus for the people of ACC?
 1. Yes
 2. No
45. Does the Air Combat Command mission statement provide a distinct identity and focus for you?
 1. Yes
 2. No

PART IV. WING MISSION STATEMENT EVALUATION

To further continue the visioning process, the 28th Bomb Wing developed the following mission statement to tie its role to the Air Force vision:

"FIRST TO THE FIGHT, WITH DECISIVE COMBAT AIRPOWER THAT ACHIEVES THE AIMS OF THE COMBATANT COMMANDER'S CAMPAIGN."

46. How often do you see or hear the above statement?

1. Daily
2. Weekly
3. Monthly
4. Every 2 to 6 months
5. Once every 6 months to yearly
6. Less than once per year

47. How significant a role does the above statement play in your daily activities?

1. Extremely significant
2. Moderately significant
3. Somewhat significant
4. Moderately insignificant
5. Totally insignificant

Refer to the 28th Bomb Wing mission statement above, and use the following scale to answer questions 48 through 52.

1. Extremely effective
2. Very effective
3. Somewhat effective
4. Not very effective
5. Ineffective

In your opinion, how effective is the 28th Bomb Wing mission statement in addressing the following attributes:

48. A clear image of the future state of the 28th Bomb Wing
49. A realistic and attainable goal
50. A sense of ownership, a feeling that the mission described is uniquely your own
51. A sense of excitement (motivation and inspiration)
52. An external focus (e.g., concern for the other commands and services as our customers, and an awareness of the capabilities of potential adversaries)

"FIRST TO THE FIGHT, WITH DECISIVE COMBAT AIRPOWER THAT ACHIEVES THE AIMS OF THE COMBATANT COMMANDER'S CAMPAIGN."

Use a 1 to 5 scale (1 - most effective, 5 - least effective) to rank how effectively the 28th Bomb Wing mission statement demonstrates the following characteristics. Use each rank only once.

- ☐ 53. A clear image of the future state of the 28th Bomb Wing
- ☐ 54. A realistic and attainable goal
- ☐ 55. A sense of ownership, a feeling that the mission described is uniquely your own
- ☐ 56. A sense of excitement (motivation and inspiration)
- ☐ 57. An external focus (e.g., concern for the other commands and services as our customers, and an awareness of the capabilities of potential adversaries)
- 58. Should the 28th Bomb Wing continue the visioning process by developing a statement that is unique enough to provide a distinct identity and focus for the people of the Wing?
 - 1. Yes
 - 2. No
- 59. Does the 28th Bomb Wing mission statement provide a distinct identity and focus for you?
 - 1. Yes
 - 2. No

PART V COMMENTS

- 60. Do you have any other comments with respect to the visioning process?

PART I BACKGROUND INFORMATION

This section of the survey contains two items dealing with personal characteristics. This information will be used to place respondents into various groups to facilitate comparative analysis.

1. Indicate your present rank/grade.

1. Airman (E-1 to E-3)
2. NCO (E-4 to E-6)
3. Senior NCO (E-7 to E-9)
4. Company Grade Officer (O-1 to O-3)
5. Field Grade (O-4 to O-6)
6. Civilian WG to GS-9
7. Civilian GS-11 to GS-12

2. Indicate how many years you have been in/worked for the Air Force.

1. Less than 4
2. > 4 but < 8
3. 8 to 15
4. > 15

PART II. VISION STATEMENT EVALUATION

It is widely held that one of the keys to the success of any organization is the existence of a shared vision, among all employees, of what the organization hopes to achieve. For example, our Air Force vision statement is:

"AIR FORCE PEOPLE BUILDING THE WORLD'S MOST RESPECTED AIR AND SPACE FORCE...GLOBAL POWER AND REACH FOR AMERICA."

3. How important do you believe that a vision statement , such as the one above, is to the success of the Air Force?

1. Not important at all
2. Of little importance
3. Neutral
4. Moderately important
5. Extremely important

**"AIR FORCE PEOPLE BUILDING THE WORLD'S MOST RESPECTED AIR
AND SPACE FORCE...GLOBAL POWER AND REACH FOR AMERICA."**

Use a 1 to 5 scale (1 - least important, 5 - most important) to rank how important you believe the following factors are to the success of the Air Force. Use each rank only once.

- ☐ 4. A charismatic leader (popular, motivating, and inspiring)
 - ☐ 5. A participative management approach (all members of the organization have a voice in decision making matters that affect their job)
 - ☐ 6. A clearly stated organizational vision
 - ☐ 7. Training and education
 - ☐ 8. Morale programs
9. How often do you see or hear the vision statement at the top of the page?
- 1. Daily
 - 2. Weekly
 - 3. Monthly
 - 4. Every 2 to 6 months
 - 5. Once every 6 months to yearly
 - 6. Less than once per year
10. How significant a role does the vision statement at the top of the page play in your daily activities?
- 1. Totally insignificant
 - 2. Moderately insignificant
 - 3. Somewhat significant
 - 4. Moderately significant
 - 5. Extremely significant

Use the following scale to answer questions 11 through 15.

- 1. Of no importance
- 2. Not very important
- 3. Useful, somewhat helpful
- 4. Very important
- 5. Extremely important

Research indicates that effective vision statements must possess certain attributes. In your opinion, how important is it that an organization's vision statement contain the following attributes:

- 11. A clear image of the future state of the organization
- 12. A realistic and attainable goal
- 13. A sense of ownership, a feeling that the vision described is uniquely your own
- 14. A sense of excitement (motivation and inspiration)
- 15. An external focus (e.g., concern for the American public as our customer, and an awareness of the capabilities of potential adversaries)

"AIR FORCE PEOPLE BUILDING THE WORLD'S MOST RESPECTED AIR AND SPACE FORCE...GLOBAL POWER AND REACH FOR AMERICA."

Use a 1 to 5 scale (1 - least important, 5 - most important) to rank the relative importance of the following attributes to an effective organizational vision statement. Use each rank only once.

- ___ 16. A clear image of the future state of the organization
- ___ 17. A realistic and attainable goal
- ___ 18. A sense of ownership, a feeling that the vision described is uniquely your own
- ___ 19. A sense of excitement (motivation and inspiration)
- ___ 20. An external focus (e.g., concern for the American public as our customer, and an awareness of the capabilities of potential adversaries)

Refer to the Air Force vision statement at the top of the page, and use the following scale to answer questions 21 through 25.

- 1. Ineffective
- 2. Not very effective
- 3. Somewhat effective
- 4. Very effective
- 5. Extremely effective

In your opinion, how effective is the Air Force vision statement in addressing the following attributes of vision statements:

- 21. A clear image of the future state of the Air Force
- 22. A realistic and attainable goal
- 23. A sense of ownership, a feeling that the vision described is uniquely your own
- 24. A sense of excitement (motivation and inspiration)
- 25. An external focus (e.g., concern for the American public as our customer, and an awareness of the capabilities of potential adversaries)

Use a 1 to 5 scale (1 - least effective, 5 - most effective) to rank how effectively the Air Force vision statement demonstrates the following characteristics. Use each rank only once.

- ___ 26. A clear image of the future state of the Air Force
- ___ 27. A realistic and attainable goal
- ___ 28. A sense of ownership, a feeling that the vision described is uniquely your own
- ___ 29. A sense of excitement (motivation and inspiration)
- ___ 30. An external focus (e.g., concern for the American public as our customer, and an awareness of the capabilities of potential adversaries)

31. Overall, how effective is the Air Force vision statement in providing a clear shared vision for you?

1. Ineffective
2. Not very effective
3. Some what effective
4. Very effective
5. Extremely effective

PART III. LACKLAND TRAINING CENTER VISION STATEMENT EVALUATION

It is widely held that another key to the success of any organization is the continuation of the visioning process through lower levels of large organizations to bring the organization's vision closer to the people. To this end, Lackland Training Center developed the following vision statement:

To make Lackland the premier training center in the Air Force, with modern facilities and the right people totally dedicated to producing the world's best prepared airmen/warriors for America and our Allies.

32. How often do you see or hear the above statement?

1. Daily
2. Weekly
3. Monthly
4. Every 2 to 6 months
5. Once every 6 months to yearly
6. Less than once per year

33. How significant a role does the above statement play in your daily activities?

1. Totally insignificant
2. Moderately insignificant
3. Somewhat significant
4. Moderately significant
5. Extremely significant

To make Lackland the premier training center in the Air Force, with modern facilities and the right people totally dedicated to producing the world's best prepared airmen/warriors for America and our Allies.

Refer to the Lackland Training Center vision statement above, and use the following scale to answer questions 34 through 38.

1. Ineffective
2. Not very effective
3. Somewhat effective
4. Very effective
5. Extremely effective

In your opinion, how effective is the Lackland Training Center vision statement in addressing the following attributes:

34. A clear image of the future state of the Lackland Training Center
35. A realistic and attainable goal
36. A sense of ownership, a feeling that the vision/focus described is uniquely your own
37. A sense of excitement (motivation and inspiration)
38. An external focus (e.g., concern for the other commands and services as our customers, and an awareness of the capabilities of potential adversaries)

Use a 1 to 5 scale (1 - least effective, 5 - most effective) to rank how effectively the Lackland Training Center vision statement demonstrates the following characteristics. Use each rank only once.

- ___ 39. A clear image of the future state of the Lackland Training Center
- ___ 40. A realistic and attainable goal
- ___ 41. A sense of ownership, a feeling that the vision/focus described is uniquely your own
- ___ 42. A sense of excitement (motivation and inspiration)
- ___ 43. An external focus (e.g., concern for the other commands and services as our customers, and an awareness of the capabilities of potential adversaries)

44. Should the Lackland Training Center continue the visioning process by developing a statement that is unique enough to provide a distinct identity and focus for the people of Lackland AFB?

1. Yes
2. No

To make Lackland the premier training center in the Air Force, with modern facilities and the right people totally dedicated to producing the world's best prepared airmen/warriors for America and our Allies.

45. Does the Lackland Training Center vision statement provide a distinct identity and focus for you?

1. Yes
2. No

PART IV COMMENTS

46. Do you have any other comments with respect to the visioning process?

(SMC)

PART 1 BACKGROUND INFORMATION

This section of the survey contains two items dealing with personal characteristics. This information will be used to place respondents into various groups to facilitate comparative analysis.

1. Indicate your present rank/grade.

1. Airman (E-1 to E-3)
2. NCO (E-4 to E-6)
3. Senior NCO (E-7 to E-9)
4. Company Grade Officer (O-1 to O-3)
5. Field Grade (O-4 to O-6)
6. General Officer
7. Civilian GS-9 or Below
8. Civilian GS-11 to GS-12
9. Civilian GM-13 or above
10. Civilian WG

2. Indicate how many years you have been in/worked for the Air Force.

1. Less than 4
2. > 4 but < 8
3. 8 to 15
4. > 15

PART II. VISION STATEMENT EVALUATION

It is widely held that one of the keys to the success of any organization is the existence of a shared vision, among all employees, of what the organization hopes to achieve. For example, our Air Force vision statement is:

"AIR FORCE PEOPLE BUILDING THE WORLD'S MOST RESPECTED AIR AND SPACE FORCE...GLOBAL POWER AND REACH FOR AMERICA."

3. How important do you believe that a vision statement, such as the one above, is to the success of the Air Force?

1. Not important at all
2. Of little importance
3. Neutral
4. Moderately important
5. Extremely important

**"AIR FORCE PEOPLE BUILDING THE WORLD'S MOST RESPECTED AIR
AND SPACE FORCE...GLOBAL POWER AND REACH FOR AMERICA."**

Use a 1 to 5 scale (1 - least important, 5 - most important) to rank how important you believe the following factors are to the success of the Air Force . Use each rank only once.

- ☐ 4. A charismatic leader (popular, motivating, and inspiring)
- ☐ 5. A participative management approach (all members of the organization have a voice in decision making matters that affect their job)
- ☐ 6. A clearly stated organizational vision
- ☐ 7. Training and education
- ☐ 8. Morale programs
- 9. How often do you see or hear the vision statement at the top of the page?
 - 1. Daily
 - 2. Weekly
 - 3. Monthly
 - 4. Every 2 to 6 months
 - 5. Once every 6 months to yearly
 - 6. Less than once per year
- 10. How significant a role does the vision statement at the top of the page play in your daily activities?
 - 1. Totally insignificant
 - 2. Moderately insignificant
 - 3. Somewhat significant
 - 4. Moderately significant
 - 5. Extremely significant

Use the following scale to answer questions 11 through 15.

- 1. Of no importance
- 2. Not very important
- 3. Useful, somewhat helpful
- 4. Very important
- 5. Extremely important

Research indicates that effective vision statements must possess certain attributes. In your opinion, how important is it that an organization's vision statement contain the following attributes:

- 11. A clear image of the future state of the organization
- 12. A realistic and attainable goal
- 13. A sense of ownership, a feeling that the vision described is uniquely your own
- 14. A sense of excitement (motivation and inspiration)
- 15. An external focus (e.g., concern for the American public as our customer, and an awareness of the capabilities of potential adversaries)

"AIR FORCE PEOPLE BUILDING THE WORLD'S MOST RESPECTED AIR AND SPACE FORCE...GLOBAL POWER AND REACH FOR AMERICA."

Use a 1 to 5 scale (1 - least important, 5 - most important) to rank the relative importance of the following attributes to an effective organizational vision statement. Use each rank only once.

- ☐ 16. A clear image of the future state of the organization
- ☐ 17. A realistic and attainable goal
- ☐ 18. A sense of ownership, a feeling that the vision described is uniquely your own
- ☐ 19. A sense of excitement (motivation and inspiration)
- ☐ 20. An external focus (e.g., concern for the American public as our customer, and an awareness of the capabilities of potential adversaries)

Refer to the Air Force vision statement at the top of the page, and use the following scale to answer questions 21 through 25.

- 1. Ineffective
- 2. Not very effective
- 3. Somewhat effective
- 4. Very effective
- 5. Extremely effective

In your opinion, how effective is the Air Force vision statement in addressing the following attributes of vision statements:

- 21. A clear image of the future state of the Air Force
- 22. A realistic and attainable goal
- 23. A sense of ownership, a feeling that the vision described is uniquely your own
- 24. A sense of excitement (motivation and inspiration)
- 25. An external focus (e.g., concern for the American public as our customer, and an awareness of the capabilities of potential adversaries)

Use a 1 to 5 scale (1 - least effective, 5 - most effective) to rank how effectively the Air Force vision statement demonstrates the following characteristics. Use each rank only once.

- ☐ 26. A clear image of the future state of the Air Force
- ☐ 27. A realistic and attainable goal
- ☐ 28. A sense of ownership, a feeling that the vision described is uniquely your own
- ☐ 29. A sense of excitement (motivation and inspiration)
- ☐ 30. An external focus (e.g., concern for the American public as our customer, and an awareness of the capabilities of potential adversaries)

31. Overall, how effective is the Air Force vision statement in providing a clear shared vision for you?

1. Ineffective
2. Not very effective
3. Somewhat effective
4. Very effective
5. Extremely effective

PART III. SMC VISION/FOCUS STATEMENT EVALUATION

It is widely held that another key to the success of any organization is the continuation of the visioning process through lower levels of large organizations to bring the organization's vision closer to the people. To this end, Space and Missile Systems Center developed the following vision/focus statement:

We want SMC to be recognized as a great place to work where great work is done:

- Where our customers receive the highest quality product and services;
- Our people thrive in an environment of mutual cooperation, support and respect;
- Our leaders stimulate innovation and personal growth; and
- All members of our team leave the work place each day with the satisfaction of having done our jobs well, and an awareness of our vital contributions to our nations security

32. How often do you see or hear the above statement?

1. Daily
2. Weekly
3. Monthly
4. Every 2 to 6 months
5. Once every 6 months to yearly
6. Less than once per year

33. How significant a role does the above statement play in your daily activities?

1. Totally insignificant
2. Moderately insignificant
3. Somewhat significant
4. Moderately significant
5. Extremely significant

We want SMC to be recognized as a great place to work where great work is done:

- Where our customers receive the highest quality product and services;
- Our people thrive in an environment of mutual cooperation, support and respect;
- Our leaders stimulate innovation and personal growth; and
- All members of our team leave the work place each day with the satisfaction of having done our jobs well, and an awareness of our vital contributions to our nations security

Refer to the Space and Missile Systems Center vision/focus statement above, and use the following scale to answer questions 34 through 38.

1. Ineffective
2. Not very effective
3. Somewhat effective
4. Very effective
5. Extremely effective

In your opinion, how effective is the Space and Missile Systems Center vision/focus statement in addressing the following attributes:

34. A clear image of the future state of the Space and Missile Systems Center
35. A realistic and attainable goal
36. A sense of ownership, a feeling that the vision/focus described is uniquely your own
37. A sense of excitement (motivation and inspiration)
38. An external focus (e.g., concern for the other commands and services as our customers, and an awareness of the capabilities of potential adversaries)

Use a 1 to 5 scale (1 - least effective, 5 - most effective) to rank how effectively the Space and Missile Systems Center vision/focus statement demonstrates the following characteristics. Use each rank only once.

- ___ 39. A clear image of the future state of the Space and Missile Systems Center
- ___ 40. A realistic and attainable goal
- ___ 41. A sense of ownership, a feeling that the vision/focus described is uniquely your own
- ___ 42. A sense of excitement (motivation and inspiration)
- ___ 43. An external focus (e.g., concern for the other commands and services as our customers, and an awareness of the capabilities of potential adversaries)

44. Should the Space and Missile Systems Center continue the visioning process by developing a statement that is unique enough to provide a distinct identity and focus for the people of SMC?

1. Yes
2. No

We want SMC to be recognized as a great place to work where great work is done:

- Where our customers receive the highest quality product and services;
- Our people thrive in an environment of mutual cooperation, support and respect;
- Our leaders stimulate innovation and personal growth; and
- All members of our team leave the work place each day with the satisfaction of having done our jobs well, and an awareness of our vital contributions to our nations security

45. Does the Space and Missile Systems Center vision/focus statement provide a distinct identity and focus for you?

1. Yes
2. No

PART IV COMMENTS

46. Do you have any other comments with respect to the visioning process?

Appendix B: Hypothesis and Survey Question Reference Table

TABLE 15

Hypothesis & Survey Question Reference Table

Inves. Ques #	Hyp.. #	Hypothesis	Survey #
1	1	An Air Force vision statement is important to the success of the Air Force.	3-8
	2	Hyp. #1 response does not vary with rank.	1, 3-8
	3	Hyp. #1 response does not vary with experience.	2, 3-8
	4	Hyp. #1 response does not vary with location.	3-8
2	5	Identification of essential elements of effective vision statements.	Lit. Review
3	6	The essential elements of vision statements are perceived to be important.	11-15 16-20
	7	Hyp. #6 response does not vary with rank.	1, 11-15
	8	Hyp. #6 response does not vary with experience.	2, 11-15
	9	Hyp. #6 response does not vary with location.	11-15
4	10	The Air Force vision statement adequately incorporates the elements of effective vision statements.	21-25 26-30
5	11	Overall, the Air Force vision statement is perceived to be effective.	31
	12	Hyp. #11 response does not vary with rank.	2, 31
	13	Hyp. #11 response does not vary with experience.	3, 31
	14	Hyp. #11 response does not vary with location.	31
6	15	Overall, the Air Combat Command mission statement is perceived to be effective.	45
	16	Hyp. #15 response does not vary with rank.	2, 45
	17	Hyp. #15 response does not vary with experience.	3, 45
	18	Hyp. #15 response does not vary with location.	45
	19	Overall, the 23 D Wing mission statement is perceived to be effective.	59
	20	Hyp. #19 response does not vary with rank.	2, 59
	21	Hyp. #19 response does not vary with experience.	3, 59
	22	Overall, the 28th BW mission statement is perceived to be effective.	59
	23	Hyp. #22 response does not vary with rank.	2, 59
	24	Hyp. #22 response does not vary with experience.	3, 59

TABLE 15 (continued)

Hypothesis & Survey Question Reference Table

Inves. Ques #	Hyp.. #	Hypothesis	Survey #
	25	Overall, the Space and Missile Systems Center (SMC) vision statement is perceived to be effective.	45
	26	Hyp. #25 response does not vary with rank.	2, 45
	27	Hyp. #25 response does not vary with experience.	3, 45
	28	Overall, the Lackland Training Center statement is perceived to be effective.	45
	29	Hyp. #28 response does not vary with rank.	2, 45
	30	Hyp. #28 response does not vary with experience.	3, 45
7	31	Continuation of the visioning process at the MAJCOM level is perceived to be important.	44
	32	Hyp. #31 response does not vary with rank.	2, 44
	33	Hyp. #31 response does not vary with experience.	3, 44
	34	Hyp. #31 response does not vary with base.	44
	35	Continuation of the visioning process at the wing level is perceived to be important.	58 (44)*
	36	Hyp. #35 response does not vary with rank.	2, 58 (44)*
	37	Hyp. #35 response does not vary with experience.	3, 58 (44)*
	38	Hyp. #35 response does not vary with base.	58 (44)*
8	39	The Air Combat Command mission statement adequately incorporates the elements of effective vision statements.	34-38
	40	The 23D Wing mission statement adequately incorporates the elements of effective vision statements.	45-52
	41	The 28th BW mission statement adequately incorporates the elements of effective vision statements.	45-52
	42	The SMC vision statement adequately incorporates the elements of effective vision statements.	34-38
	43	The Lackland Training Center statement adequately incorporates the elements of effective vision statements.	34-38

TABLE 15 (continued)

Hypothesis & Survey Question Reference Table

Inves. Ques #	Hyp.. #	Hypothesis	Survey #
9	44	The Air Force vision statement has been successfully implemented.	9,10
	45	Hyp. #44 response does not vary with rank.	2,9,10
	46	Hyp. #44 response does not vary with experience.	3,9,10
	47	Hyp. #44 response does not vary with location.	9,10
	48	The Air Combat Command mission statement has been successfully implemented.	32,33
	49	Hyp. #48 response does not vary with rank.	2,32,33
	50	Hyp. #48 response does not vary with experience.	3,32,33
	51	Hyp. #48 response does not vary with location.	32,33
	52	The 23D Wing mission statement has been successfully implemented.	46,47
	53	Hyp. #52 response does not vary with rank.	2,46,47
	54	Hyp. #52 response does not vary with experience.	3,46,47
	55	The 28th BW mission statement has been successfully implemented.	46,47
	56	Hyp. #55 response does not vary with rank.	2,46,47
	57	Hyp. #55 response does not vary with experience.	3,46,47
	58	The SMC statement has been successfully implemented.	32,33
	59	Hyp. #58 response does not vary with rank.	2,32,33
	60	Hyp. #58 response does not vary with experience.	3,32,33
	61	The Lackland Training Center statement has been successfully implemented.	32,33
	62	Hyp. #61 response does not vary with rank.	2,32,33
	63	Hyp. #61 response does not vary with experience.	3,32,33

Appendix C: Statistical Test Results

Hypothesis 1. An Air Force vision statement is important to the success of the Air Force.

The descriptive statistics in Tables 16 and 17 were used to assess the importance of vision statements. Table 16 indicates the perceived importance of vision statements, and Table 17 indicates the importance of vision statements compared with several other factors believed essential to the success of an organization.

TABLE 16

Perceived Absolute Importance of the Air Force Vision Statement (Q3)

X₁ : Q3

Bar:	From: (≥)	To: (<)	Count:	Percent:	
1	1	2	96	30.188679%	
2	2	3	113	35.534591%	- Mode
3	3	4	45	14.150943%	
4	4	5	46	14.465409%	
5	5	6	18	5.660377%	

TABLE 17

Perceived Relative Importance of the Air Force Vision Statement (Q6)

X₁ : Q6

Bar:	From: (≥)	To: (<)	Count:	Percent:	
1	1	2	80	25.157233%	- Mode
2	2	3	76	23.899371%	
3	3	4	47	14.779874%	
4	4	5	42	13.207547%	
5	5	6	71	22.327044%	

Hypothesis 2. The perceived importance of an Air Force vision statement to the success of the Air Force does not vary with rank.

The Kruskal-Wallis test conducted for this hypothesis established if members among different ranks were identical in terms of the perceived importance of vision statements. The following statements represent the null and alternate hypothesis.

H_0 : The six populations (grouped by rank) are equivalent in perceived importance of vision statements to the success of the Air Force.

H_a : Some populations (grouped by rank) tend to perceive vision statements as more important to the success of the Air Force.

The Kruskal-Wallis results listed in Table 18 indicates how significantly the perceived importance of vision statements differs among the rank populations.

TABLE 18
Air Force Vision Statement Importance as a Function of Rank

Kruskal-Wallis X_1 : RANK Y_1 : Q3

DF	5
# Groups	6
# Cases	317
H	1.008642 p = .9619
H corrected for ties	1.094328 p = .9546
# tied groups	5

Hypothesis 3. The perceived importance of an Air Force vision statement to the success of the Air Force does not vary with experience.

The Kruskal-Wallis test conducted for this hypothesis established if members among different experience levels were identical in terms of the

perceived importance of vision statements. The following statements represent the null and alternate hypothesis.

H_0 : The four populations (grouped by experience) are equivalent in perceived importance of vision statements to the success of the Air Force.

H_a : Some populations (grouped by experience) tend to perceive vision statements as more important to the success of the Air Force.

The Kruskal-Wallis results listed in Table 19 indicates how significantly the perceived importance of vision statements differs among the experience populations.

TABLE 19
Air Force Vision Statement Importance as a Function of Experience

Kruskal-Wallis X_1 : EXPERIENCE Y_1 : Q3

DF	3
# Groups	4
# Cases	317
H	2.190734 p = .5338
H corrected for ties	2.375984 p = .4981
# tied groups	5

Hypothesis 4. The perceived importance of an Air Force vision statement to the success of the Air Force does not vary with location.

The Kruskal-Wallis test conducted for this hypothesis established if members among different experience levels were identical in terms of the perceived importance of vision statements. The following statements represent the null and alternate hypothesis.

H_0 : The four populations (grouped by location) are equivalent in perceived importance of vision statements to the success of the Air Force.

H_a : Some populations (grouped by location) tend to perceive vision statements as more important to the success of the Air Force.

The Kruskal-Wallis results listed in Table 20 indicates how significantly the perceived importance of vision statements differs among the location populations.

TABLE 20

Air Force Vision Statement Importance as a Function of Location

Kruskal-Wallis X_1 : BASE Y_1 : Q3

DF	3
# Groups	4
# Cases	318
H	1.530206 p = .6753
H corrected for ties	1.660407 p = .6458
# tied groups	5

Hypothesis 5. Identification of the essential elements of effective vision statements.

The five essential elements of effective vision statements, identified in the literature are: a clear image of a future end state, a realistic and attainable goal, a sense of ownership, a sense of excitement, and an external focus.

Hypothesis 6. The essential elements of vision statements are perceived to be important.

The descriptive statistics in Tables 21 through 25 were used to assess the importance of a clear image, a realistic goal, a sense of ownership, a sense of excitement, and an external focus to effective vision statements.

TABLE 21

Perceived Importance of a Clear Image

X₁ : Q11

Bar:	From: (≥)	To: (<)	Count:	Percent:
1	1	2	85	26.81388%
2	2	3	119	37.539432%
3	3	4	85	26.81388%
4	4	5	18	5.678233%
5	5	6	10	3.154574%

TABLE 22

Perceived Importance of a Realistic Goal

X₁ : Q12

Bar:	From: (≥)	To: (<)	Count:	Percent:
1	1	2	118	37.106918%
2	2	3	130	40.880503%
3	3	4	44	13.836478%
4	4	5	15	4.716981%
5	5	6	11	3.459119%

- Mode

TABLE 23

Perceived Importance of a Sense of Ownership

X₁ : Q13

Bar:	From: (≥)	To: (<)	Count:	Percent:	
1	1	2	68	21.451104%	- Mode
2	2	3	103	32.492114%	
3	3	4	91	28.706625%	
4	4	5	35	11.041009%	
5	5	6	20	6.309148%	

TABLE 24

Perceived Importance of a Sense of Excitement

X₁ : Q14

Bar:	From: (≥)	To: (<)	Count:	Percent:	
1	1	2	96	30.188679%	- Mode
2	2	3	94	29.559748%	
3	3	4	83	26.100629%	
4	4	5	30	9.433962%	
5	5	6	15	4.716981%	

TABLE 25

Perceived Importance of an External Focus

X₁ : Q15

Bar:	From: (≥)	To: (<)	Count:	Percent:	
1	1	2	63	19.811321%	- Mode
2	2	3	109	34.27673%	
3	3	4	100	31.446541%	
4	4	5	23	7.232704%	
5	5	6	23	7.232704%	

Hypothesis 7. The perceived importance of the essential elements does not vary with rank.

The Kruskal-Wallis test conducted for this hypothesis established if members among different ranks were identical in terms of the perceived importance of the essential elements of vision in the creation of an effective organizational vision statement. The following statements represent the null and alternate hypothesis.

H_0 : The six populations (grouped by rank) are equivalent in perceived importance of the essential elements of vision statements.

H_a : Some populations (grouped by rank) tend to perceive the essential elements of vision statements as more important to the development of an effective vision statement.

The Kruskal-Wallis results listed in Tables 26 to 30 indicate how significantly the perceived importance of the essential elements of vision differs among the rank populations.

TABLE 26
Perceived Importance of a Clear Image as a Function of Rank

Kruskal-Wallis X_1 : RANK Y_1 : Q11

DF	5
# Groups	6
# Cases	313
H	8.365856 p = .1372
H corrected for ties	9.224616 p = .1004
# tied groups	5

TABLE 27

Perceived Importance of a Realistic Goal as a Function of Rank

Kruskal-Wallis X_1 : RANK Y_1 : Q12

DF	5
# Groups	6
# Cases	314
H	1.560919 p = .9059
H corrected for ties	1.777703 p = .879
# tied groups	5

TABLE 28

Perceived Importance of a Sense of Ownership as a Function of Rank

Kruskal-Wallis X_1 : RANK Y_1 : Q13

DF	5
# Groups	6
# Cases	313
H	5.31419 p = .3788
H corrected for ties	5.704938 p = .336
# tied groups	5

TABLE 29

Perceived Importance of a Sense of Excitement as a Function of Rank

Kruskal-Wallis X_1 : RANK Y_1 : Q14

DF	5
# Groups	6
# Cases	314
H	7.009351 p = .2199
H corrected for ties	7.556729 p = .1824
# tied groups	5

TABLE 30

Perceived Importance of an External Focus as a Function of Rank

Kruskal-Wallis X_1 : RANK Y_1 : Q15

DF	5
# Groups	6
# Cases	314
H	1.839959 p = .8708
H corrected for ties	2.001316 p = .849
# tied groups	5

Hypothesis 8 The perceived importance of the essential elements does not vary with experience.

For Hypothesis #8, the Kruskal-Wallis test established if members among different experience levels were identical in terms of perceived importance of the essential elements of vision in the creation of an effective organizational vision statement. The following statements represent the null and alternate hypothesis.

H_0 : The four populations (grouped by experience) perceive the essential elements of vision equally important in the creation of an effective vision statement.

H_a : Some populations (grouped by experience) tend to perceive one or more of the essential elements of vision as more important in the creation of an effective vision statement.

The Kruskal-Wallis results listed in Tables 31 to 35 indicates how significantly the perceived importance of the elements of vision differ among the experience populations.

TABLE 31

Perceived Importance of a Clear Image as a Function of Experience

Kruskal-Wallis X_1 : EXPERIENCE Y_1 : Q11

DF	3
# Groups	4
# Cases	312
H	5.937193 $p = .1147$
H corrected for ties	6.553088 $p = .0876$
# tied groups	5

TABLE 32

Perceived Importance of a Realistic Goal as a Function of Experience

Kruskal-Wallis X_1 : EXPERIENCE Y_1 : Q12

DF	3
# Groups	4
# Cases	313
H	2.220951 $p = .5278$
H corrected for ties	2.528889 $p = .4701$
# tied groups	5

TABLE 33

Perceived Importance of a Sense of Ownership as a Function of Experience

Kruskal-Wallis X_1 : EXPERIENCE Y_1 : Q13

DF	3
# Groups	4
# Cases	312
H	2.561962 $p = .4642$
H corrected for ties	2.750007 $p = .4318$
# tied groups	5

TABLE 34

Perceived Importance of a Sense of Excitement as a Function of Experience

Kruskal-Wallis X_1 : EXPERIENCE Y_1 : Q14

DF	3
# Groups	4
# Cases	313
H	3.646621 p = .3022
H corrected for ties	3.931827 p = .2689
# tied groups	5

TABLE 35

Perceived Importance of an External Focus as a Function of Experience

Kruskal-Wallis X_1 : EXPERIENCE Y_1 : Q15

DF	3
# Groups	4
# Cases	313
H	1.076885 p = .7827
H corrected for ties	1.172032 p = .7597
# tied groups	5

Hypothesis 9. The perceived importance of the essential elements does not vary with location.

The Kruskal-Wallis test conducted for this hypothesis established if members from different locations were identical in terms of the perceived importance of the essential elements of vision in the creation of an effective organizational vision statement. The following statements represent the null and alternate hypothesis.

H_0 : The four populations (grouped by location) perceive the essential elements of vision equally important in the creation of an effective vision statement.

H_A : Some populations (grouped by location) tend to perceive one or more of the essential elements of vision as more important in the creation of an effective vision statement.

The Kruskal-Wallis results listed in Tables 36-40 indicate how significantly the perceived importance of the elements of vision varies among the different locations.

TABLE 36

Perceived Importance of a Clear Image as a Function of Location

Kruskal-Wallis X_1 : BASE Y_1 : Q11

DF	3
# Groups	4
# Cases	317
H	1.892575 p = .595
H corrected for ties	2.083562 p = .5552
# tied groups	5

TABLE 37

Perceived Importance of a Realistic Goal as a Function of Location

Kruskal-Wallis X_1 : BASE Y_1 : Q12

DF	3
# Groups	4
# Cases	318
H	2.415248 p = .4908
H corrected for ties	2.751479 p = .4315
# tied groups	5

TABLE 38

Perceived Importance of a Sense of Ownership as a Function of Location

Kruskal-Wallis X_1 : BASE Y_1 : Q13

DF	3
# Groups	4
# Cases	317
H	2.884504 p = .4098
H corrected for ties	3.099677 p = .3765
# tied groups	5

TABLE 39

Perceived Importance of a Sense of Excitement as a Function of Location

Kruskal-Wallis X_1 : BASE Y_1 : Q14

DF	3
# Groups	4
# Cases	318
H	.565023 p = .9044
H corrected for ties	.608898 p = .8944
# tied groups	5

TABLE 40

Perceived Importance of an External Focus as a Function of Location

Kruskal-Wallis X_1 : BASE Y_1 : Q15

DF	3	
# Groups	4	
# Cases	318	
H	.359413	p = .9485
H corrected for ties	.39062	p = .9422
# tied groups	5	

Hypothesis 10. The Air Force vision statement adequately incorporates the elements of effective vision statements.

The descriptive statistics in Tables 41-45 were used to assess how effectively the essential elements of vision statements are incorporated in the Air Force vision statement.

TABLE 41

Air Force Vision Statement Incorporation of Clear Image

X_1 : Q21

Bar:	From: ($\geq$)	To: ($<$)	Count:	Percent:	
1	1	2	64	20.189274%	
2	2	3	86	27.129338%	
3	3	4	104	32.807571%	- Mode
4	4	5	42	13.249211%	
5	5	6	21	6.624606%	

TABLE 42

Air Force Vision Statement Incorporation of Realistic Goal

X₁ : Q22

Bar:	From: (≥)	To: (<)	Count:	Percent:	
1	1	2	48	15.141956%	- Mode
2	2	3	115	36.277603%	
3	3	4	90	28.391167%	
4	4	5	48	15.141956%	
5	5	6	16	5.047319%	

TABLE 43

Air Force Vision Statement Incorporation of Ownership

X₁ : Q23

Bar:	From: (≥)	To: (<)	Count:	Percent:	
1	1	2	24	7.570978%	- Mode
2	2	3	54	17.0347%	
3	3	4	109	34.384858%	
4	4	5	81	25.55205%	
5	5	6	49	15.457413%	

TABLE 44

Air Force Vision Statement Incorporation of Excitement

X₁ : Q24

Bar:	From: (≥)	To: (<)	Count:	Percent:	
1	1	2	34	10.793651%	- Mode
2	2	3	54	17.142857%	
3	3	4	114	36.190476%	
4	4	5	72	22.857143%	
5	5	6	41	13.015873%	

TABLE 45

Air Force Vision Statement Incorporation of External Focus

X₁ : Q25

Bar:	From: (≥)	To: (<)	Count:	Percent:	
1	1	2	44	13.793103%	
2	2	3	82	25.705329%	
3	3	4	101	31.661442%	- Mode
4	4	5	48	15.047022%	
5	5	6	44	13.793103%	

Hypothesis 11. Overall, the Air Force vision statement is perceived to be effective.

The descriptive statistics in Table 46 were used to assess the overall effectiveness of the Air Force vision statement.

TABLE 46

Effectiveness of Air Force Vision Statement

X₁ : Q31

Bar:	From: (≥)	To: (<)	Count:	Percent:	
1	1	2	27	8.4375%	
2	2	3	60	18.75%	
3	3	4	121	37.8125%	- Mode
4	4	5	72	22.5%	
5	5	6	40	12.5%	

Hypothesis 12. The perceived overall effectiveness of the Air Force vision statement does not vary with rank.

The Kruskal-Wallis test for Hypothesis #12 evaluated whether populations defined by five rank categories were identical in the perceived overall

effectiveness of the Air Force vision statement. Table 47 provides the results of the test of the following null and alternate hypotheses.

H_0 : The six populations (grouped by rank) are equivalent in perceived overall effectiveness of the Air Force vision statement.

H_a : Some populations (grouped by rank) tend to perceive the overall effectiveness of the Air Force vision statement differently than others.

TABLE 47
Effectiveness of Air Force Vision Statement (by rank)

Kruskal-Wallis X_1 : RANK Y_1 : Q31

DF	5	
# Groups	6	
# Cases	316	
H	10.859674	p = .0542
H corrected for ties	11.76141	p = .0382
# tied groups	5	

Hypothesis 13. The perceived overall effectiveness of the Air Force vision statement does not vary with experience.

The Kruskal-Wallis test for Hypothesis #13 evaluated whether populations defined by four experience categories were identical in the perceived overall effectiveness of the Air Force vision statement. Table 48 provides the results of the test. The following statements represent the null and alternate hypotheses for the test of Hypothesis #13.

H_0 : The six populations (grouped by experience) are equivalent in perceived overall effectiveness of the Air Force vision statement.

H_a : Some populations (grouped by experience) tend to perceive the overall effectiveness of the Air Force vision statement as differently than others.

TABLE 48

Effectiveness of Air Force Vision Statement (by experience)

Kruskal-Wallis X_1 : EXPERIENCE Y_1 : Q31

DF	3
# Groups	4
# Cases	315
H	.289326 p = .962
H corrected for ties	.313432 p = .9575
# tied groups	5

Hypothesis 14. The perceived overall effectiveness of the Air Force vision statement does not vary by location.

The Kruskal-Wallis test for Hypothesis #14 evaluated whether populations from four different locations were identical in the perceived overall effectiveness of the Air Force vision statement. Table 49 provides the results of the test. The following statements represent the null and alternate hypotheses for the test of Hypothesis #14.

H_0 : The four populations (grouped by location) are equivalent in perceived overall effectiveness of the Air Force vision statement.

H_a : Some populations (grouped by location) tend to perceive the overall effectiveness of the Air Force vision statement as differently than others.

TABLE 49

Effectiveness of Air Force Vision Statement (by location)

Kruskal-Wallis X₁ : Q31 Y₁ : BASE

DF	4
# Groups	5
# Cases	320
H	.168583 p = .9966
H corrected for ties	.190581 p = .9957
# tied groups	4

Hypothesis 15. Overall, the Air Combat Command mission statement is perceived to be effective.

Table 50 reports the descriptive statistics used to assess the effectiveness of the Air Combat Command mission statement.

TABLE 50

Effectiveness of ACC Mission Statement

X₁ : Q45

Bar:	From: (≥)	To: (<)	Count	Percent
1	1	2	78	50%
2	2	3	78	50%

Hypothesis 16. The perceived overall effectiveness of the Air Combat Command mission statement does not vary with rank.

The Kruskal-Wallis test for Hypothesis #16 evaluated whether populations defined by five rank categories were identical in the perceived overall effectiveness of the Air Combat Command mission statement. Table 51 provides the results of the test of the following null and alternate hypotheses.

H_0 : The six populations (grouped by rank) are equivalent in perceived overall effectiveness of the Air Combat Command mission statement.

H_a : Some populations (grouped by rank) tend to perceive the overall effectiveness of the Air Combat Command mission statement differently than others.

TABLE 51

Effectiveness of ACC Mission Statement (by rank)

Kruskal-Wallis X_1 : RANK Y_1 : Q45

DF	5	
# Groups	6	
# Cases	159	
H	1.405553	p = .9237
H corrected for ties	1.839937	p = .3708
# tied groups	3	

Hypothesis 17. The perceived overall effectiveness of the Air Combat Command mission statement does not vary with experience.

The Kruskal-Wallis test for Hypothesis #17 evaluated whether populations defined by experience were identical in the perceived overall effectiveness of the Air Combat Command mission statement. Table 52 provides the results of the test of the following null and alternate hypotheses.

H_0 : The four populations (grouped by experience) are equivalent in perceived overall effectiveness of the Air Combat Command mission statement.

H_a : Some populations (grouped by experience) tend to perceive the overall effectiveness of the Air Combat Command mission statement differently than others.

TABLE 52

Effectiveness of ACC Mission Statement (by experience)

Kruskal-Wallis X_1 : EXPERIENCE Y_1 : Q45

DF	3
# Groups	4
# Cases	155
H	3.375175 p = .3373
H corrected for ties	4.500234 p = .2123
# tied groups	2

Hypothesis 18. The perceived overall effectiveness of the Air Combat Command mission statement does not vary with location.

The Chi-Square test for Hypothesis #18 evaluated whether populations from two different locations were identical in the perceived overall effectiveness of the Air Combat Command mission statement. Table 53 provides the results of the test. The following statements represent the null and alternate hypotheses for the test of Hypothesis #18.

H_0 : The two populations (grouped by location) are equivalent in perceived overall effectiveness of the Air Combat Command mission statement.

H_a : One population (grouped by location) tends to perceive the overall effectiveness of the Air Combat Command mission statement differently than the other.

TABLE 53

Effectiveness of ACC Mission Statement (by location)

Coded Chi-Square X_1 : BASE Y_1 : Q45

Summary Statistics

DF:	3
Total Chi-Square:	1.996739 $p = .5731$
G Statistic:	.
Contingency Coefficient:	.111366
Cramer's V:	.112063

Hypothesis 19. Overall, the 23 D Wing mission statement is perceived to be effective.

Table 54 reports the descriptive statistics used to assess the effectiveness of the 23D Wing mission statement.

TABLE 54

Effectiveness of 23D Wing Mission Statement

X_1 : Q59

Bar:	From: ($\geq$)	To: ($<$)	Count:	Percent	Mode
1	1	2	63	55.263158%	
2	2	3	49	42.982456%	

Hypothesis 20. The perceived overall effectiveness of the 23 D Wing mission statement does not vary with rank.

The Kruskal-Wallis test for Hypothesis #20 evaluated whether populations defined by five rank categories were identical in the perceived overall effectiveness of the 23D Wing mission statement. Table 55 provides the results of the test of the following null and alternate hypotheses.

H_0 : The six populations (grouped by rank) are equivalent in perceived overall effectiveness of the 23D Wing mission statement.

H_a : Some populations (grouped by rank) tend to perceive the overall effectiveness of the 23D Wing mission statement differently than others.

TABLE 55

Effectiveness of 23D Wing Mission Statement (by rank)

Kruskal-Wallis X_1 : RANK Y_1 : Q59

DF	5
# Groups	6
# Cases	114
H	4.745261 p = .4473
H corrected for ties	6.311295 p = .2771
# tied groups	3

Hypothesis 21. The perceived overall effectiveness of the 23D Wing mission statement does not vary with experience.

The Kruskal-Wallis test for Hypothesis #21 evaluated whether populations defined by experience were identical in the perceived overall effectiveness of the 23D Wing mission statement. Table 56 provides the results of the test of the following null and alternate hypotheses.

H_0 : The four populations (grouped by experience) are equivalent in perceived overall effectiveness of the 23D Wing mission statement.

H_a : Some populations (grouped by experience) tend to perceive the overall effectiveness of the 23D Wing mission statement differently than others.

TABLE 56

Effectiveness of 23D Wing Mission Statement (by experience)

Kruskal-Wallis X_1 : EXPERIENCE Y_1 : Q59

DF	3	
# Groups	4	
# Cases	113	
H	1.98419	p = .5757
H corrected for ties	2.64519	p = .4496
# tied groups	3	

Hypothesis 22. Overall, the 28th BW mission statement is perceived to be effective.

Table 57 reports the descriptive statistics used to assess the effectiveness of the 28th BW mission statement.

TABLE 57

Effectiveness of 28th BW Mission Statement

 X_1 : Q59

Bar:	From: ($\geq$)	To: ($<$)	Count	Percent	
1	1	2	17	38.636364%	
2	2	3	27	61.363636%	Mode

Hypothesis 23. The perceived overall effectiveness of the 28th BW mission statement does not vary with rank.

The Kruskal-Wallis test for Hypothesis #23 evaluated whether populations defined by five rank categories were identical in the perceived overall effectiveness of the 28th BW mission statement. Table 58 provides the results of the test of the following null and alternate hypotheses.

H_0 : The six populations (grouped by rank) are equivalent in perceived overall effectiveness of the 28th BW mission statement.

H_a : Some populations (grouped by rank) tend to perceive the overall effectiveness of the 28th BW mission statement differently than others.

TABLE 58

Effectiveness of 28th BW Mission Statement (by rank)

Kruskal-Wallis X₁ : RANK Y₁ : Q59

DF	4	
# Groups	5	
# Cases	44	
H	4.3	p = .3034
H corrected for ties	6.745098	p = .15
# tied groups	2	

Hypothesis 24. The perceived overall effectiveness of the 28th BW mission statement does not vary with experience.

The Kruskal-Wallis test for Hypothesis #24 evaluated whether populations defined by experience were identical in the perceived overall effectiveness of the 28th BW mission statement. Table 59 provides the results of the test of the following null and alternate hypotheses.

H_0 : The four populations (grouped by experience) are equivalent in perceived overall effectiveness of the 28th BW mission statement.

H_a : Some populations (grouped by experience) tend to perceive the overall effectiveness of the 28th BW mission statement differently than others.

TABLE 59

Effectiveness of 28th BW Mission Statement (by experience)

Kruskal-Wallis X₁ : EXPERIENCE Y₁ : Q59

DF	3	
# Groups	4	
# Cases	44	
H	3.725535	p = .2927
H corrected for ties	5.235229	p = .1554
# tied groups	2	

Hypothesis 25. Overall, the Space and Missile Systems Center (SMC) vision statement is perceived to be effective.

Table 60 reports the descriptive statistics used to assess the effectiveness of the Space and Missile Systems Center (SMC) vision statement.

TABLE 60

Effectiveness of SMC Vision Statement

X₁ : Q45

Bar:	From: (≥)	To: (<)	Count	Percent	
1	1	2	44	42.307692%	
2	2	3	60	57.692308%	Mode

Hypothesis 26. The perceived overall effectiveness of the SMC vision statement does not vary with rank.

The Kruskal-Wallis test for Hypothesis #26 evaluated whether populations defined by five rank categories were identical in the perceived overall effectiveness of the SMC vision statement. Table 61 provides the results of the test of the following null and alternate hypotheses.

H_0 : The six populations (grouped by rank) are equivalent in perceived overall effectiveness of the SMC vision statement.

H_a : Some populations (grouped by rank) tend to perceive the overall effectiveness of the SMC vision statement differently than others.

TABLE 61
Effectiveness of SMC Vision Statement (by rank)

Kruskal-Wallis X₁ : RANK Y₁ : Q45

DF	5	
# Groups	6	
# Cases	103	
H	3.53692	p = .6179
H corrected for ties	4.847499	p = .4348
# tied groups	2	

Hypothesis 27. The perceived overall effectiveness of the SMC vision statement does not vary with experience.

The Kruskal-Wallis test for Hypothesis #27 evaluated whether populations defined by experience were identical in the perceived overall effectiveness of the SMC vision statement. Table 62 provides the results of the test of the following null and alternate hypotheses.

H_0 : The four populations (grouped by experience) are equivalent in perceived overall effectiveness of the SMC vision statement.

H_a : Some populations (grouped by experience) tend to perceive the overall effectiveness of the SMC vision statement differently than others.

TABLE 62

Effectiveness of SMC Vision Statement (by experience)

Kruskal-Wallis X_1 : EXPERIENCE Y_1 : Q45

DF	3	
# Groups -	4	
# Cases	103	
H	3.262174	p = .3529
H corrected for ties	4.470948	p = .2149
# tied groups	2	

Hypothesis 28. Overall, the Lackland Training Center statement is perceived to be effective.

Table 63 reports the descriptive statistics used to assess the effectiveness of the Lackland Training Center statement.

TABLE 63

Effectiveness of Lackland Training Center Statement

 X_1 : Q45

Bar:	From: ($\geq$)	To: ($<$)	Count:	Percent:	
1	1	2	25	47.169811%	
2	2	3	27	50.943396%	- Mode

Hypothesis 29. The perceived overall effectiveness of the Lackland Training Center statement does not vary with rank.

The Kruskal-Wallis test for Hypothesis #29 evaluated whether populations defined by five rank categories were identical in the perceived overall effectiveness of the Lackland Training Center statement. Table 64 provides the results of the test of the following null and alternate hypotheses.

H_0 : The six populations (grouped by rank) are equivalent in perceived overall effectiveness of the Lackland Training Center statement.

H_A : Some populations (grouped by rank) tend to perceive the overall effectiveness of the Lackland Training Center statement differently than others.

TABLE 64

Effectiveness of Lackland Training Center Statement (by rank)

Kruskal-Wallis X₁ : RANK Y₁ : Q45

DF	5
# Groups	6
# Cases	50
H	3.927945 p = .5593
H corrected for ties	5.268885 p = .384
# tied groups	2

Hypothesis 30. The perceived overall effectiveness of the Lackland Training Center statement does not vary with experience.

The Kruskal-Wallis test for Hypothesis #30 evaluated whether populations defined by experience were identical in the perceived overall effectiveness of the Lackland Training Center statement. Table 65 provides the results of the test of the following null and alternate hypotheses.

H_0 : The four populations (grouped by experience) are equivalent in perceived overall effectiveness of the Lackland Training Center statement.

H_A : Some populations (grouped by experience) tend to perceive the overall effectiveness of the Lackland Training Center statement differently than others.

TABLE 65

Effectiveness of Lackland Training Center Statement (by experience)

Kruskal-Wallis X₁ : EXPERIENCE Y₁ : Q45

DF	3	
# Groups	4	
# Cases	50	
H	2.628979	p = .4524
H corrected for ties	3.509518	p = .3195
# tied groups	2	

Hypothesis 31. Continuation of the visioning process at the MAJCOM level is perceived to be important.

Table 66 reports the descriptive statistics used to assess the importance of continuing the visioning process at the MAJCOM level.

TABLE 66

Importance of Continuing the Visioning Process at MAJCOM Level

X₁ : Q44

Bar:	From: (≥)	To: (<)	Count	Percent	
1	1	2	105	66.455696%	- Mode
2	2	3	48	30.379747%	

Hypothesis 32. The perceived importance of continuing the visioning process at the MAJCOM level does not vary with rank.

The Kruskal-Wallis test for Hypothesis #32 evaluated whether populations defined by five rank categories were identical in the perceived importance of continuing the visioning process at the MAJCOM level. Table 67 provides the results of the test of the following null and alternate hypotheses.

H_0 : The six populations (grouped by rank) are equivalent in the perceived importance of continuing the visioning process at the MAJCOM level.

H_a : Some populations (grouped by rank) tend to perceive the importance of continuing the visioning process at the MAJCOM level differently than others.

TABLE 67

Importance of Continuing the Visioning Process at MAJCOM Level (by rank)

Kruskal-Wallis X_1 : RANK Y_1 : Q44

DF	5	
# Groups	6	
# Cases	153	
H	2.133997	p = .3303
H corrected for ties	3.145205	p = .6776
# tied groups	4	

Hypothesis 33. The perceived importance of continuing the visioning process at the MAJCOM level does not vary with experience.

The Kruskal-Wallis test for Hypothesis #33 evaluated whether populations defined by experience were identical in the perceived importance of continuing the visioning process at the MAJCOM level. Table 68 provides the results of the test of the following null and alternate hypotheses.

H_0 : The four populations (grouped by experience) are equivalent in perceived importance of continuing the visioning process at the MAJCOM level.

H_a : Some populations (grouped by experience) tend to perceive the importance of continuing the visioning process at the MAJCOM level differently than others.

TABLE 68

Importance of Continuing the Visioning Process at MAJCOM Level (by experience)

Kruskal-Wallis X₁ : EXPERIENCE Y₁ : Q44

DF	3
# Groups	4
# Cases	157
H	2.544197 p = .4674
H corrected for ties	3.737207 p = .2913
# tied groups	4

Hypothesis 34. The perceived importance of continuing the visioning process at the MAJCOM level does not vary by base.

The Chi-Square test for Hypothesis #34 evaluated whether populations from different locations were identical in the perceived importance of continuing the visioning process at the MAJCOM level. Table 69 provides the results of the test of the following null and alternate hypotheses.

H_0 : The two populations (grouped by location) are equivalent in perceived importance of continuing the visioning process at the MAJCOM level.

H_a : One population (grouped by location) tends to perceive the importance of continuing the visioning process at the MAJCOM level differently than the other.

TABLE 69

Importance of Continuing the Visioning Process at MAJCOM Level (by location)

Coded Chi-Square X_1 : BASE Y_1 : Q44

Summary Statistics

DF:	4
Total Chi-Square:	3.177496 $p = .5286$
G Statistic:	*
Contingency Coefficient:	.140408
Cramer's V:	.141812

Hypothesis 35. Continuation of the visioning process at the wing level is perceived to be important.

Table 70 reports the descriptive statistics used to assess the importance of continuing the visioning process at the wing level.

TABLE 70

Importance of Continuing the Visioning Process at Wing Level

X_1 : Wing Level

Bar:	From: ($\geq$)	To: ($<$)	Count:	Percent:	
1	1	2	218	69.206349%	Mode
2	2	3	91	28.888889%	

Hypothesis 36. The perceived importance of continuing the visioning process at the wing level does not vary with rank.

The Kruskal-Wallis test for Hypothesis #36 evaluated whether populations defined by six rank categories were identical in the perceived importance of

continuing the visioning process at the wing level. Table 71 provides the results of the test of the following null and alternate hypotheses.

H_0 : The six populations (grouped by rank) are equivalent in the perceived importance of continuing the visioning process at the wing level.

H_a : Some populations (grouped by rank) tend to perceive the importance of continuing the visioning process at the wing level differently than others.

TABLE 71

Importance of Continuing the Visioning Process at Wing Level (by rank)

Kruskal-Wallis X_1 : RANK Y_1 : Wing Level

DF	5
# Groups	6
# Cases	313
H	2.041652 p = .3434
H corrected for ties	3.156624 p = .6759
# tied groups	4

Hypothesis 37. The perceived importance of continuing the visioning process at the wing level does not vary with experience.

The Kruskal-Wallis test for Hypothesis #37 evaluated whether populations defined by experience were identical in the perceived importance of continuing the visioning process at the wing level. Table 72 provides the results of the test of the following null and alternate hypotheses.

H_0 : The four populations (grouped by experience) are equivalent in perceived importance of continuing the visioning process at the wing level.

H_a : Some populations (grouped by experience) tend to perceive the importance of continuing the visioning process at the wing level differently than others.

TABLE 72

Importance of Continuing the Visioning Process at Wing Level (by experience)

Kruskal-Wallis X₁ : EXPERIENCE Y₁ : Wing Level

DF	3
# Groups	4
# Cases	312
H	1.997976 p = .5728
H corrected for ties	3.08347 p = .3789
# tied groups	4

Hypothesis 38. The perceived importance of continuing the visioning process at the wing level does not vary by base.

The Kruskal-Wallis test for Hypothesis #38 evaluated whether populations from different locations were identical in the perceived importance of continuing the visioning process at the wing level. Table 73 provides the results of the test of the following null and alternate hypotheses.

H₀: The four populations (grouped by location) are equivalent in perceived importance of continuing the visioning process at the wing level.

H_a: Some populations (grouped by location) tend to perceive the importance of continuing the visioning process at the wing level differently than others.

TABLE 73

Importance of Continuing the Visioning Process at Wing Level (by location)

Kruskal-Wallis X_1 : BASE Y_1 : Wing Level

DF	3	
# Groups	4	
# Cases	315	
H	.402886	p = .9396
H corrected for ties	.625182	p = .8906
# tied groups	4	

Hypothesis 39. The Air Combat Command mission statement adequately incorporates the elements of effective vision statements.

The descriptive statistics in Tables 74 through 78 were used to assess how effectively each of the elements are incorporated in the Air Combat Command mission statement.

TABLE 74

ACC Mission Statement Incorporation of Clear Image

X_1 : Q34

Bar:	From: ($\geq$)	To: ($<$)	Count:	Percent:	
1	1	2	41	26.11465%	
2	2	3	47	29.936306%	
3	3	4	48	30.573248%	- Mode
4	4	5	16	10.191083%	
5	5	6	5	3.184713%	

TABLE 75

ACC Mission Statement Incorporation of Realistic Goal

X₁ : Q35

Bar:	From: (≥)	To: (<)	Count:	Percent:	
1	1	2	36	22.78481%	
2	2	3	62	39.240506%	- Mode
3	3	4	46	29.113924%	
4	4	5	10	6.329114%	
5	5	6	4	2.531646%	

TABLE 76

ACC Mission Statement Incorporation of Ownership

X₁ : Q36

Bar:	From: (≥)	To: (<)	Count:	Percent:	
1	1	2	24	15.09434%	
2	2	3	34	21.383648%	
3	3	4	60	37.735849%	- Mode
4	4	5	22	13.836478%	
5	5	6	19	11.949686%	

TABLE 77

ACC Mission Statement Incorporation of Excitement

X₁ : Q37

Bar:	From: (≥)	To: (<)	Count:	Percent:	
1	1	2	32	20.125786%	
2	2	3	31	19.496855%	
3	3	4	50	31.446541%	- Mode
4	4	5	24	15.09434%	
5	5	6	21	13.207547%	

TABLE 78

ACC Mission Statement Incorporation of External Focus

X₁ : Q38

Bar:	From: ($\geq$)	To: ($<$)	Count:	Percent:	- Mode
1	1	2	29	18.125%	
2	2	3	34	21.25%	
3	3	4	45	28.125%	
4	4	5	25	15.625%	
5	5	6	27	16.875%	

Hypothesis 40. The 23D Wing mission statement adequately incorporates the elements of effective vision statements.

Tables 79 through 83 were used to illustrate how effectively each of the elements are incorporated in the 23D Wing mission statement.

TABLE 79

23D Wing Mission Statement Incorporation of Clear Image

X₁ : Q48

Bar:	From: ($\geq$)	To: ($<$)	Count:	Percent:	- Mode
1	1	2	27	23.893805%	
2	2	3	31	27.433628%	
3	3	4	30	26.548673%	
4	4	5	16	14.159292%	
5	5	6	9	7.964602%	

TABLE 80

23D Wing Mission Statement Incorporation of Realistic Goal

X₁ : Q49

Bar:	From: (≥)	To: (<)	Count:	Percent:	
1	1	2	30	26.548673%	- Mode
2	2	3	41	36.283186%	
3	3	4	30	26.548673%	
4	4	5	10	8.849558%	
5	5	6	2	1.769912%	

TABLE 81

23D Wing Mission Statement Incorporation of Ownership

X₁ : Q50

Bar:	From: (≥)	To: (<)	Count:	Percent:	
1	1	2	17	15.178571%	- Mode
2	2	3	25	22.321429%	
3	3	4	33	29.464286%	
4	4	5	23	20.535714%	
5	5	6	14	12.5%	

TABLE 82

23D Wing Mission Statement Incorporation of Excitement

X₁ : Q51

Bar:	From: (≥)	To: (<)	Count:	Percent:	
1	1	2	12	10.619469%	- Mode
2	2	3	29	25.663717%	
3	3	4	33	29.20354%	
4	4	5	28	24.778761%	
5	5	6	11	9.734513%	

TABLE 83

23D Wing Mission Statement Incorporation of External Focus

X₁ : Q52

Bar:	From: (≥)	To: (<)	Count:	Percent:	
1	1	2	17	15.044248%	- Mode
2	2	3	29	25.663717%	
3	3	4	36	31.858407%	
4	4	5	17	15.044248%	
5	5	6	14	12.389381%	

Hypothesis 41. The 28th BW mission statement adequately incorporates the elements of effective vision statements.

Tables 84 through 88 show how effectively each of the elements are incorporated in the 28th BW mission statement.

TABLE 84

28th BW Mission Statement Incorporation of Clear Image

X₁ : Q48

Bar:	From: (≥)	To: (<)	Count:	Percent:	
1	1	2	8	17.777778%	- Mode
2	2	3	14	31.111111%	
3	3	4	13	28.888889%	
4	4	5	8	17.777778%	
5	5	6	2	4.444444%	

TABLE 85

28th BW Mission Statement Incorporation of Realistic Goal

X₁ : Q49

Bar:	From: (≥)	To: (<)	Count:	Percent:	
1	1	2	9	20%	
2	2	3	16	35.555556%	- Mode
3	3	4	15	33.333333%	
4	4	5	4	8.888889%	
5	5	6	1	2.222222%	

TABLE 86

28th BW Mission Statement Incorporation of Ownership

X₁ : Q50

Bar:	From: (≥)	To: (<)	Count:	Percent:	
1	1	2	4	8.888889%	
2	2	3	11	24.444444%	
3	3	4	14	31.111111%	- Mode
4	4	5	9	20%	
5	5	6	7	15.555556%	

TABLE 87

28th BW Mission Statement Incorporation of Excitement

X₁ : Q51

Bar:	From: (≥)	To: (<)	Count:	Percent:	
1	1	2	8	17.777778%	
2	2	3	11	24.444444%	
3	3	4	7	15.555556%	
4	4	5	17	37.777778%	- Mode
5	5	6	2	4.444444%	

TABLE 88

28th BW Mission Statement Incorporation of External Focus

X₁ : Q52

Bar:	From: ($\geq$)	To: ($<$)	Count:	Percent:	
1	1	2	7	15.555556%	- Mode
2	2	3	15	33.333333%	
3	3	4	10	22.222222%	
4	4	5	7	15.555556%	
5	5	6	6	13.333333%	

Hypothesis 42. The SMC vision statement adequately incorporates the elements of effective vision statements.

For Hypothesis #42, Tables 89 through 93 were used to assess how effectively each of the elements are incorporated in the SMC vision statement.

TABLE 89

SMC Vision Statement Incorporation of Clear Image

X₁ : Q34

Bar:	From: ($\geq$)	To: ($<$)	Count:	Percent:	
1	1	2	11	10.576923%	- Mode
2	2	3	24	23.076923%	
3	3	4	32	30.769231%	
4	4	5	21	20.192308%	
5	5	6	16	15.384615%	

TABLE 90

SMC Vision Statement Incorporation of Realistic Goal

X₁ : Q35

Bar:	From: (≥)	To: (<)	Count:	Percent:	
1	1	2	12	11.538462%	
2	2	3	31	29.807692%	
3	3	4	36	34.615385%	- Mode
4	4	5	17	16.346154%	
5	5	6	8	7.692308%	

TABLE 91

SMC Vision Statement Incorporation of Ownership

X₁ : Q36

Bar:	From: (≥)	To: (<)	Count:	Percent:	
1	1	2	9	8.653846%	
2	2	3	26	25%	
3	3	4	36	34.615385%	- Mode
4	4	5	16	15.384615%	
5	5	6	17	16.346154%	

TABLE 92

SMC Vision Statement Incorporation of Excitement

X₁ : Q37

Bar:	From: (≥)	To: (<)	Count:	Percent:	
1	1	2	5	4.854369%	
2	2	3	25	24.271845%	
3	3	4	31	30.097087%	- Mode
4	4	5	21	20.38835%	
5	5	6	21	20.38835%	

TABLE 93

SMC Vision Statement Incorporation of External Focus

X₁ : Q38

Bar:	From: (≥)	To: (<)	Count:	Percent:	
1	1	2	12	11.650485%	- Mode
2	2	3	32	31.067961%	
3	3	4	26	25.242718%	
4	4	5	21	20.38835%	
5	5	6	12	11.650485%	

Hypothesis 43. The Lackland Training Center statement adequately addresses the elements of effective vision statements.

For Hypothesis #43, Tables 94 through 98 were used to assess how effectively each of the elements are incorporated in the Lackland statement.

TABLE 94

Lackland Training Center Statement Incorporation of Clear Image

X₁ : Q34

Bar:	From: (≥)	To: (<)	Count:	Percent:	
1	1	2	15	28.301887%	- Mode
2	2	3	17	32.075472%	
3	3	4	13	24.528302%	
4	4	5	5	9.433962%	
5	5	6	3	5.660377%	

TABLE 95

Lackland Training Center Statement Incorporation of Realistic Goal

X₁ : Q35

Bar:	From: (≥)	To: (<)	Count:	Percent:	
1	1	2	14	25.925926%	
2	2	3	14	25.925926%	
3	3	4	19	35.185185%	- Mode
4	4	5	3	5.555556%	
5	5	6	4	7.407407%	

TABLE 96

Lackland Training Center Statement Incorporation of Ownership

X₁ : Q36

Bar:	From: (≥)	To: (<)	Count:	Percent:	
1	1	2	11	20.754717%	
2	2	3	9	16.981132%	
3	3	4	15	28.301887%	- Mode
4	4	5	9	16.981132%	
5	5	6	9	16.981132%	

TABLE 97

Lackland Training Center Statement Incorporation of Excitement

X₁ : Q37

Bar:	From: (≥)	To: (<)	Count:	Percent:	
1	1	2	10	18.518519%	
2	2	3	13	24.074074%	
3	3	4	15	27.777778%	- Mode
4	4	5	9	16.666667%	
5	5	6	7	12.962963%	

TABLE 98

Lackland Training Center Statement Incorporation of External Focus

X₁ : Q38

Bar:	From: ($\geq$)	To: ($<$)	Count:	Percent:	
1	1	2	11	21.153846%	
2	2	3	10	19.230769%	
3	3	4	17	32.692308%	- Mode
4	4	5	5	9.615385%	
5	5	6	9	17.307692%	

Hypothesis 44. The Air Force vision statement has been successfully implemented.

The descriptive statistics in Table 99 and 100 were used to assess how successful the Air Force vision statement has been implemented. Table 99 depicts how often personnel see or hear the Air Force vision statement, and Table 100 indicates the perceived significance of the statement.

TABLE 99

Frequency Air Force Vision Statement Seen or Heard

X₁ : Q9

Bar:	From: ($\geq$)	To: ($<$)	Count:	Percent:	
1	1	2	15	4.716981%	
2	2	3	49	15.408805%	
3	3	4	52	16.352201%	
4	4	5	55	17.295597%	
5	5	6	66	20.754717%	
6	6	7	79	24.842767%	- Mode

TABLE 100

Significance of Air Force Vision Statement

 $X_1 : Q10$

Bar:	From: ($\geq$)	To: ($<$)	Count:	Percent:	
1	1	2	16	5.031447%	
2	2	3	50	15.72327%	
3	3	4	73	22.955975%	
4	4	5	75	23.584906%	
5	5	6	103	32.389937%	- Mode

Hypothesis 45. The perceived success of Air Force vision statement implementation does not vary with rank.

The Kruskal-Wallis test conducted for this hypothesis established if members among different ranks were identical in terms of the perceived success of the implementation of the Air Force vision. The following statements represent the null and alternate hypotheses.

H_0 : The six populations (grouped by rank) perceive the Air Force vision implementation to be equally successful.

H_a : Some populations (grouped by rank) perceive the Air Force vision implementation to be less successful than others.

The Kruskal-Wallis results listed in Tables 101 and 102 indicate how significant the responses to these measures of implementation effectiveness differ among the rank populations.

TABLE 101

Frequency Air Force Vision Statement Seen or Heard as a Function of Rank

Kruskal-Wallis X_1 : RANK Y_1 : Q9

DF	5	
# Groups	6	
# Cases	315	
H	16.537436	p = .0055
H corrected for ties	17.189602	p = .0042
# tied groups	7	

TABLE 102

Significance of Air Force Vision Statement as a Function of Rank

Kruskal-Wallis X_1 : RANK Y_1 : Q10

DF	5	
# Groups	6	
# Cases	315	
H	4.95676	p = .4212
H corrected for ties	5.298227	p = .3806
# tied groups	5	

Hypothesis 46. The perceived success of Air Force vision statement implementation does not vary with experience.

The Kruskal-Wallis test conducted for hypothesis # 46 established if members among different experience levels were identical in terms of the perceived success of the implementation of the Air Force vision. The following statements represent the null and alternate hypotheses.

H_0 : The four populations (grouped by experience) perceive the Air Force vision implementation to be equally successful.

H_a : Some populations (grouped by experience) perceive the Air Force vision implementation to be less successful than others.

The Kruskal-Wallis results listed in Table 103 and 104 indicate how significant the responses to these measures of implementation effectiveness differ among the experience populations.

TABLE 103

Frequency Air Force Vision Statement Seen or Heard as a Function of Experience

Kruskal-Wallis X_1 : EXPERIENCE Y_1 : Q9

DF	3
# Groups	4
# Cases	315
H	2.02242 p = .5678
H corrected for ties	2.101348 p = .5516
# tied groups	7

TABLE 104

Significance of Air Force Vision Statement as a Function of Experience

Kruskal-Wallis X_1 : EXPERIENCE Y_1 : Q10

DF	3
# Groups	4
# Cases	315
H	3.195938 p = .3624
H corrected for ties	3.414285 p = .3321
# tied groups	5

Hypothesis 47. The perceived success of Air Force vision statement implementation does not vary by location.

For Hypothesis #47, the Kruskal-Wallis test established if members among different locations were identical in terms of the perceived success of the implementation of the Air Force vision. The following statements represent the null and alternate hypotheses.

H_0 : The four populations (grouped by location) perceive the Air Force vision implementation to be equally successful.

H_a : Some populations (grouped by location) perceive the Air Force vision implementation to be less successful than others.

The Kruskal-Wallis results listed in Tables 105 and 106 indicate how significant the responses to these measures of implementation effectiveness differ among the locations.

TABLE 105

Frequency Air Force Vision Statement Seen or Heard as a Function of Location

Kruskal-Wallis X_1 : BASE Y_1 : Q9

DF	3
# Groups	4
# Cases	318
H	15.903692 p = .0012
H corrected for ties	16.524566 p = .0009
# tied groups	7

TABLE 106

Significance of Air Force Vision Statement as a Function of Location

Kruskal-Wallis X_1 : BASE Y_1 : Q10

DF	3
# Groups	4
# Cases	318
H	4.498897 p = .2124
H corrected for ties	4.80242 p = .1868
# tied groups	5

Hypothesis 48. The Air Combat Command mission statement has been successfully implemented. Tables 107 and 108 report the descriptive statistics used to assess this hypothesis.

TABLE 107

Frequency ACC Mission Statement Seen or Heard

 X_1 : Q32

Bar:	From: ($\geq$)	To: ($<$)	Count:	Percent
1	1	2	11	6.832298%
2	2	3	24	14.906832%
3	3	4	24	14.906832%
4	4	5	29	18.012422%
5	5	6	25	15.52795%
6	6	7	48	29.813665%

- Mode

TABLE 108
Significance of ACC Mission Statement

X² : Q33

Bar:	From: (≥)	To: (<)	Count:	Percent:	
1	1	2	16	9.937888%	
2	2	3	31	19.254658%	
3	3	4	43	26.708075%	Mode
4	4	5	35	21.73913%	
5	5	6	33	20.496894%	

Hypothesis 49. The perceived success of the Air Combat Command vision implementation does not vary with rank.

The Kruskal-Wallis test conducted for this hypothesis established if members among different ranks were identical in terms of the perceived success of the implementation of the Air Combat Command vision through its mission statement. The following statements represent the null and alternate hypotheses.

H_0 : The six populations (grouped by rank) perceive the Air Combat Command vision implementation to be equally successful.

H_a : Some populations (grouped by rank) perceive the Air Combat Command vision implementation to be less successful than others.

The Kruskal-Wallis results listed in Tables 109 and 110 indicate how significant the responses to these measures of implementation effectiveness differ among the rank populations.

TABLE 109

Frequency ACC Mission Statement Seen or Heard as a Function of Rank

Kruskal-Wallis X_1 : RANK Y_1 : Q32

DF	5
# Groups	6
# Cases	161
H	15.642932 p = .0079
H corrected for ties	16.345719 p = .0059
# tied groups	6

TABLE 110

Significance of ACC Mission Statement as a Function of Rank

Kruskal-Wallis X_1 : RANK Y_1 : Q33

DF	5
# Groups	6
# Cases	161
H	1.801848 p = .8758
H corrected for ties	1.888781 p = .8643
# tied groups	6

Hypothesis 50. The perceived success of Air Combat Command's vision implementation does not vary with experience.

The Kruskal-Wallis test conducted for hypothesis # 50 established if members among different experience levels were identical in terms of the perceived success of the implementation of the Air Combat Command vision. The following statements represent the null and alternate hypotheses.

H_0 : The four populations (grouped by experience) perceive the Air Combat Command vision implementation to be equally successful.

H_a : Some populations (grouped by experience) perceive the Air Combat Command vision implementation to be less successful than others.

The Kruskal-Wallis results listed in Tables 111 and 112 indicate how significant the responses to these measures of implementation effectiveness differ among the experience populations.

TABLE 111

Frequency ACC Mission Statement Seen or Heard as a Function of Experience

Kruskal-Wallis X_1 : EXPERIENCE Y_1 : Q32

DF	3
# Groups	4
# Cases	160
H	9.307446 $p = .0255$
H corrected for ties	9.717058 $p = .0211$
# tied groups	6

TABLE 112

Significance of ACC Mission Statement as a Function of Experience

Kruskal-Wallis X_1 : EXPERIENCE Y_1 : Q33

DF	3
# Groups	4
# Cases	160
H	1.246934 $p = .7418$
H corrected for ties	1.307224 $p = .7274$
# tied groups	6

Hypothesis 51. The perceived success of the Air Combat Command vision implementation does not vary by location.

For Hypothesis #51, the Chi-Square test established if members among different locations were identical in terms of the perceived success of the implementation of the Air Force vision. The following statements represent the null and alternate hypotheses.

H_0 : The four populations (grouped by location) perceive the Air Combat Command vision implementation to be equally successful.

H_a : Some populations (grouped by location) perceive the Air Combat Command vision implementation to be less successful than others.

The Chi-Square results listed in Tables 113 and 114 indicate how significant the responses to these measures of implementation effectiveness differ among the locations.

TABLE 113

Frequency ACC Mission Statement Seen or Heard as a Function of Location

Coded Chi-Square X^2 : BASE Y^2 : Q32

Summary Statistics

DF:	5
Total Chi-Square:	6.357372 $p = .273$
G Statistic:	6.148729
Contingency Coefficient:	.194902
Cramer's V:	.198713

TABLE 114

Significance of ACC Mission Statement as a Function of Location

Coded Chi-Square X_1 : BASE Y_1 : Q33

Summary Statistics

DF:	5
Total Chi-Square:	5.796373 $p = .3265$
G Statistic:	5.745417
Contingency Coefficient:	.186417
Cramer's V:	.189743

Hypothesis 52. The 23D Wing mission statement has been successfully implemented. Tables 115 and 116 report the descriptive statistics used to assess this hypothesis.

TABLE 115

Frequency 23D Wing Mission Statement Seen or Heard

 X_1 : Q46

Bar:	From: ($\geq$)	To: ($<$)	Count:	Percent:	
1	1	2	13	11.403509%	
2	2	3	18	15.789474%	
3	3	4	14	12.280702%	
4	4	5	15	13.157895%	
5	5	6	13	11.403509%	
6	6	7	41	35.964912%	Mode

TABLE 116

Significance of 23D Wing Mission Statement

 $\chi^2 : Q47$

Bar:	From: (2)	To: (<)	Count:	Percent:	
1	1	2	16	14.035088%	
2	2	3	25	21.929825%	
3	3	4	30	26.315789%	- Mode
4	4	5	15	13.157895%	
5	5	6	27	23.684211%	

Hypothesis 53. The perceived success of the 23D Wing vision implementation does not vary with rank.

The Kruskal-Wallis test conducted for this hypothesis established if members among different ranks were identical in terms of the perceived success of the implementation of the 23D Wing vision through its mission statement. The following statements represent the null and alternate hypotheses.

H_0 : The six populations (grouped by rank) perceive the 23D Wing vision implementation to be equally successful.

H_a : Some populations (grouped by rank) perceive the 23D Wing vision implementation to be less successful than others.

The Kruskal-Wallis results listed in Tables 117 and 118 indicate how significant the responses to these measures of implementation effectiveness differ among the rank populations.

TABLE 117

Frequency 23D Wing Mission Statement Seen or Heard as a Function of Rank
(Q46)

Kruskal-Wallis X_1 : RANK Y_1 : Q46

DF	5
# Groups	6
# Cases	114
H	10.394438 p = .0648
H corrected for ties	11.028343 p = .0508
# tied groups	6

TABLE 118

Significance of 23D Wing Mission Statement as a Function of Rank

Kruskal-Wallis X_1 : RANK Y_1 : Q47

DF	5
# Groups	6
# Cases	114
H	6.095659 p = .297
H corrected for ties	6.39646 p = .2695
# tied groups	5

Hypothesis 54. The perceived success of 23D Wing vision implementation does not vary with experience.

The Kruskal-Wallis test conducted for hypothesis # 54 established if members among different experience levels were identical in terms of the perceived success of the implementation of the 23D Wing vision. The following statements represent the null and alternate hypotheses.

H_0 : The four populations (grouped by experience) perceive the 23D Wing vision implementation to be equally successful.

H_a : Some populations (grouped by experience) perceive the 23D Wing vision implementation to be less successful than others.

The Kruskal-Wallis results listed in Tables 119 and 120 indicate how significant the responses to these measures of implementation effectiveness differ among the experience populations.

TABLE 119

Frequency 23D Wing Mission Statement Seen or Heard as a Function of Experience (Q46)

Kruskal-Wallis X_1 : EXPERIENCE Y_1 : Q46

DF	3
# Groups	4
# Cases	113
H	3.330147 p = .3435
H corrected for ties	3.526238 p = .3174
# tied groups	6

TABLE 120

Significance of 23D Wing Mission Statement as a Function of Experience

Kruskal-Wallis X_1 : EXPERIENCE Y_1 : Q47

DF	3
# Groups	4
# Cases	113
H	3.97549 p = .2641
H corrected for ties	4.169264 p = .2438
# tied groups	5

Hypothesis 55. The 28th BW mission statement has been successfully implemented. Tables 121 and 122 report the descriptive statistics used to assess this hypothesis.

TABLE 121

Frequency 28th BW Mission Statement Seen or Heard

X₁ : Q46

Bar:	From: (≥)	To: (<)	Count:	Percent:	
1	1	2	5	11.111111%	
2	2	3	5	11.111111%	
3	3	4	8	17.777778%	
4	4	5	6	13.333333%	
5	5	6	9	20%	
6	6	7	12	26.666667%	- Mode

TABLE 122

Significance of 28th BW Mission Statement

X₂ : Q47

Bar:	From: (≥)	To: (<)	Count:	Percent:	
1	1	2	4	8.888889%	
2	2	3	8	17.777778%	
3	3	4	9	20%	
4	4	5	10	22.222222%	
5	5	6	13	28.888889%	- Mode

Hypothesis 56. The perceived success of the 28th BW vision implementation does not vary with rank.

The Kruskal-Wallis test conducted for this hypothesis established if members among different ranks were identical in terms of the perceived success of the implementation of the 28th BW vision through its mission statement. The following statements represent the null and alternate hypotheses.

H_0 : The six populations (grouped by rank) perceive the 28th BW vision implementation to be equally successful.

H_a : Some populations (grouped by rank) perceive the 28th BW vision implementation to be less successful than others.

The Kruskal-Wallis results listed in Tables 123 and 124 indicate how significant the responses to these measures of implementation effectiveness differ among the rank populations.

TABLE 123

Frequency 28th BW Mission Statement Seen or Heard as a Function of Rank

Kruskal-Wallis X_1 : RANK Y_1 : Q46

DF	4
# Groups	5
# Cases	45
H	15.157196 p = .0044
H corrected for ties	15.743157 p = .0034
# tied groups	6

TABLE 124

Significance of 28th BW Mission Statement as a Function of Rank

Kruskal-Wallis X_1 : RANK Y_1 : Q47

DF	4
# Groups	5
# Cases	45
H	3.635931 p = .4575
H corrected for ties	3.823054 p = .4305
# tied groups	5

Hypothesis 57. The perceived success of 28th BW vision implementation does not vary with experience.

The Kruskal-Wallis test conducted for hypothesis # 57 established if members among different experience levels were identical in terms of the perceived success of the implementation of the 28th BW vision. The following statements represent the null and alternate hypotheses.

H_0 : The four populations (grouped by experience) perceive the 28th BW vision implementation to be equally successful.

H_a : Some populations (grouped by experience) perceive the 28th BW vision implementation to be less successful than others.

The Kruskal-Wallis results listed in Tables 125 and 126 indicate how significant the responses to these measures of implementation effectiveness differ among the experience populations.

TABLE 125

Frequency 28th BW Mission Statement Seen or Heard as a Function of Experience

Kruskal-Wallis X_1 : EXPERIENCE Y_1 : Q46

DF	3
# Groups	4
# Cases	45
H	11.22092 p = .0106
H corrected for ties	11.654708 p = .0087
# tied groups	6

TABLE 126

Significance of 28th BW Mission Statement as a Function of Experience

Kruskal-Wallis X_1 : EXPERIENCE Y_1 : Q47

DF	3
# Groups	4
# Cases	45
H	4.111111 $p = .2497$
H corrected for ties	4.322639 $p = .2287$
# tied groups	5

Hypothesis 58. The SMC vision statement has been successfully implemented.

Tables 127 and 128 report the descriptive statistics used to assess this hypothesis.

TABLE 127

Frequency SMC Vision Statement Seen or Heard

 X_1 : Q32

Bar:	From: ($\geq$)	To: ($<$)	Count:	Percent
1	1	2	8	7.54717%
2	2	3	23	21.698113%
3	3	4	21	19.811321%
4	4	5	22	20.754717%
5	5	6	19	17.924528%
6	6	7	13	12.264151%

- Mode

TABLE 128

Significance of SMC Vision Statement

X₁ : Q33

Bar:	From: ($\geq$)	To: ($<$)	Count:	Percent:	
1	1	2	12	11.428571%	
2	2	3	16	15.238095%	
3	3	4	16	15.238095%	
4	4	5	27	25.714286%	
5	5	6	34	32.380952%	- Mode

Hypothesis 59. The perceived success of the SMC vision implementation does not vary with rank.

The Kruskal-Wallis test conducted for this hypothesis established if members among different ranks were identical in terms of the perceived success of the implementation of the SMC vision statement. The following statements represent the null and alternate hypotheses.

H_0 : The six populations (grouped by rank) perceive the SMC vision implementation to be equally successful.

H_a : Some populations (grouped by rank) perceive the SMC vision implementation to be less successful than others.

The Kruskal-Wallis results listed in Tables 129 and 130 also indicate how significant the responses to these measures of implementation effectiveness differ among the rank populations.

TABLE 129

Frequency SMC Vision Statement Seen or Heard as a Function of Rank

Kruskal-Wallis X_1 : RANK Y_1 : Q32

DF	5
# Groups	6
# Cases	105
H	4.312486 p = .5054
H corrected for ties	4.466926 p = .4843
# tied groups	6

TABLE 130

Significance of SMC Vision Statement as a Function of Rank (Q33)

Kruskal-Wallis X_1 : RANK Y_1 : Q33

DF	5
# Groups	6
# Cases	104
H	5.520075 p = .3557
H corrected for ties	5.875735 p = .3185
# tied groups	5

Hypothesis 60. The perceived success of SMC vision implementation does not vary with experience.

The Kruskal-Wallis test conducted for hypothesis # 60 established if members among different experience levels were identical in terms of the perceived success of the implementation of the SMC vision. The following statements represent the null and alternate hypotheses.

H_0 : The four populations (grouped by experience) perceive the SMC vision implementation to be equally successful.

H_a : Some populations (grouped by experience) perceive the SMC vision implementation to be less successful than others.

The Kruskal-Wallis results listed in Tables 131 and 132 indicate how significant the responses to these measures of implementation effectiveness differ among the experience populations.

TABLE 131

Frequency SMC Vision Statement Seen or Heard as a Function of Experience

Kruskal-Wallis X_1 : EXPERIENCE Y_1 : Q32

DF	3
# Groups	4
# Cases	105
H	5.43544 p = .1426
H corrected for ties	5.630095 p = .1311
# tied groups	6

TABLE 132

Significance of SMC Vision Statement as a Function of Experience

Kruskal-Wallis X_1 : EXPERIENCE Y_1 : Q33

DF	3
# Groups	4
# Cases	104
H	2.969108 p = .3964
H corrected for ties	3.160408 p = .3675
# tied groups	5

Hypothesis 61. The Lackland Training Center vision has been successfully implemented. Tables 133 and 134 report the descriptive statistics used to assess this hypothesis.

TABLE 133

Frequency Lackland Training Center Statement Seen or Heard

X₁ : Q32

Bar:	From: (≥)	To: (<)	Count:	Percent:	
1	1	2	0	0%	
2	2	3	11	20.754717%	
3	3	4	5	9.433962%	
4	4	5	6	11.320755%	
5	5	6	9	16.981132%	
6	6	7	22	41.509434%	- Mode

TABLE 134

Significance of Lackland Training Center Statement

X₁ : Q33

Bar:	From: (≥)	To: (<)	Count:	Percent:	
1	1	1.833333	4	7.407407%	
2	1.833333	2.666667	10	18.518519%	
3	2.666667	3.5	18	33.333333%	- Mode
4	3.5	4.333333	9	16.666667%	
5	4.333333	5.166667	13	24.074074%	
6	5.166667	6	0	0%	

Hypothesis 62. The perceived success of the Lackland Training Center vision implementation does not vary with rank.

The Kruskal-Wallis test conducted for this hypothesis established if members among different ranks were identical in terms of the perceived success of the implementation of the Lackland Training Center vision. The following statements represent the null and alternate hypotheses.

H_0 : The six populations (grouped by rank) perceive the Lackland Training Center vision implementation to be equally successful.

H_a : Some populations (grouped by rank) perceive the Lackland Training Center vision implementation to be less successful than others.

The Kruskal-Wallis results listed in Tables 135 and 136 indicate how significant the responses to these measures of implementation effectiveness differ among the rank populations.

TABLE 135

Frequency Lackland Training Center Statement Seen or Heard as a Function of Rank

Kruskal-Wallis X_1 : RANK Y_1 : Q32

DF	5
# Groups	6
# Cases	51
H	5.187101 p = .3935
H corrected for ties	5.72202 p = .3342
# tied groups	5

TABLE 136

Significance of Lackland Training Center Statement as a Function of Rank

Kruskal-Wallis X_1 : RANK Y_1 : Q33

DF	5
# Groups	6
# Cases	51
H	4.285141 $p = .5091$
H corrected for ties	4.606333 $p = .4658$
# tied groups	5

Hypothesis 63. The perceived success of Lackland Training Center vision implementation does not vary with experience.

The Kruskal-Wallis test conducted for hypothesis # 63 established if members among different experience levels were identical in terms of the perceived success of the implementation of the Lackland Training Center vision. The following statements represent the null and alternate hypotheses.

H_0 : The four populations (grouped by experience) perceive the Lackland Training Center vision implementation to be equally successful.

H_a : Some populations (grouped by experience) perceive the Lackland Training Center vision implementation to be less successful than others.

The Kruskal-Wallis results listed in Tables 137 and 138 indicate how significant the responses to these measures of implementation effectiveness differ among the experience populations.

TABLE 137

Frequency Lackland Training Center Statement Seen or Heard as a Function of Experience

Kruskal-Wallis X_1 : EXPERIENCE Y_1 : Q32

DF	3
# Groups	4
# Cases	51
H	5.851631 $p = .1191$
H corrected for ties	6.395699 $p = .0939$
# tied groups	5

TABLE 138

Significance of Lackland Training Center Statement as a Function of Experience

Kruskal-Wallis X_1 : EXPERIENCE Y_1 : Q33

DF	3
# Groups	4
# Cases	51
H	.250346 $p = .9691$
H corrected for ties	.268171 $p = .9659$
# tied groups	5

Appendix D: Additional Frequency Distributions

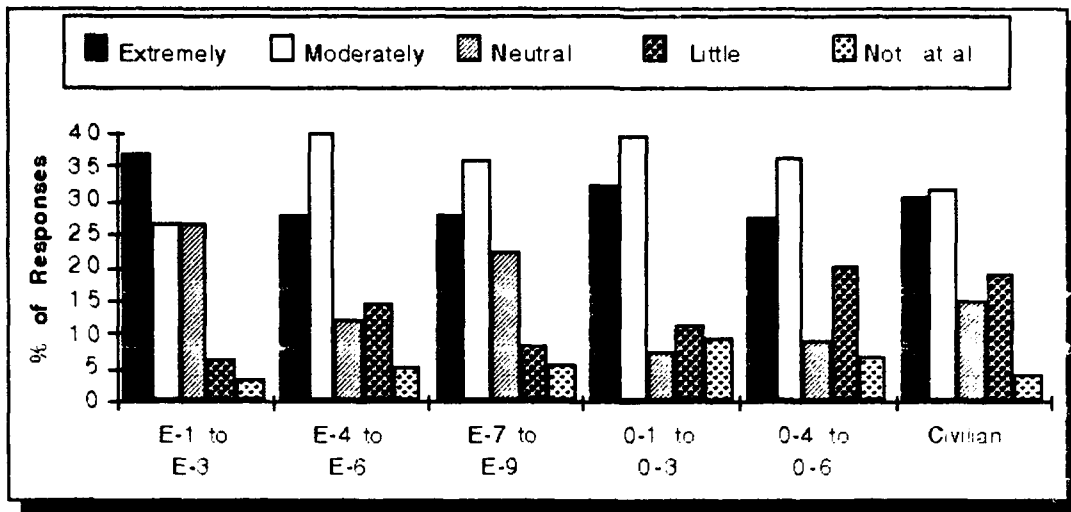


Figure 37. Perceived Importance of an Air Force Vision Statement (by rank)

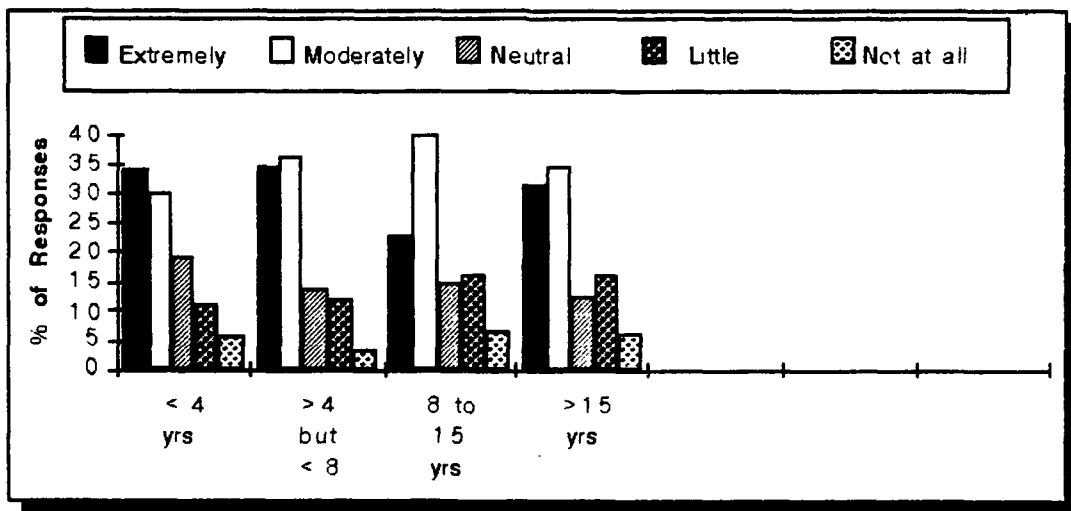


Figure 38. Perceived Importance of an Air Force Vision Statement (by experience)

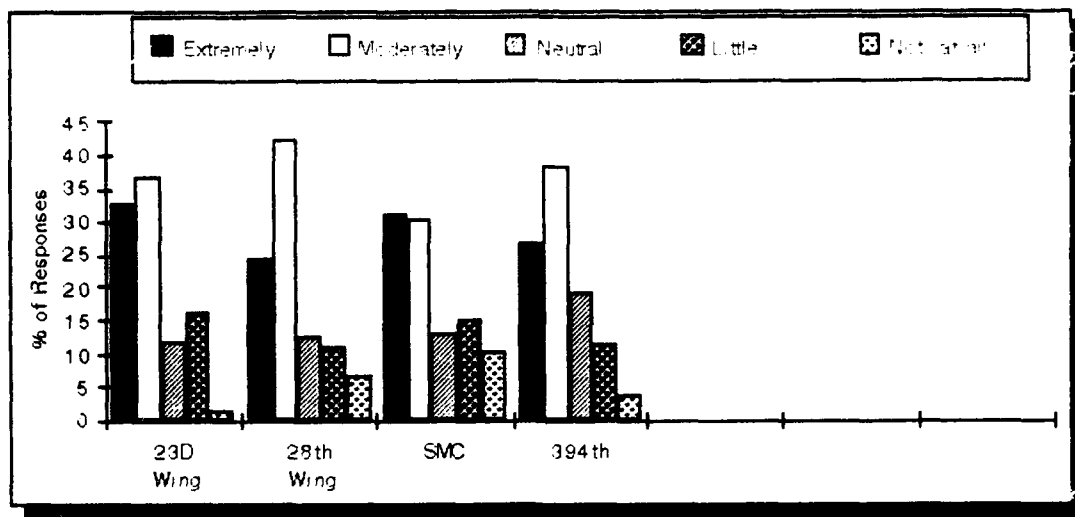


Figure 39. Perceived Importance of an Air Force Vision Statement (by location)

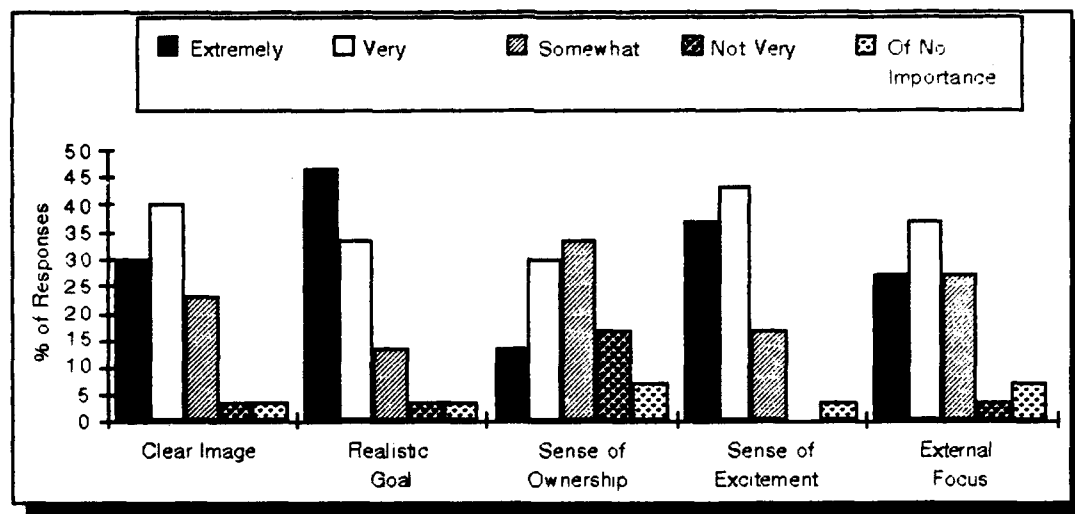


Figure 40. Perceived Importance of Elements (E-1 to E-3)

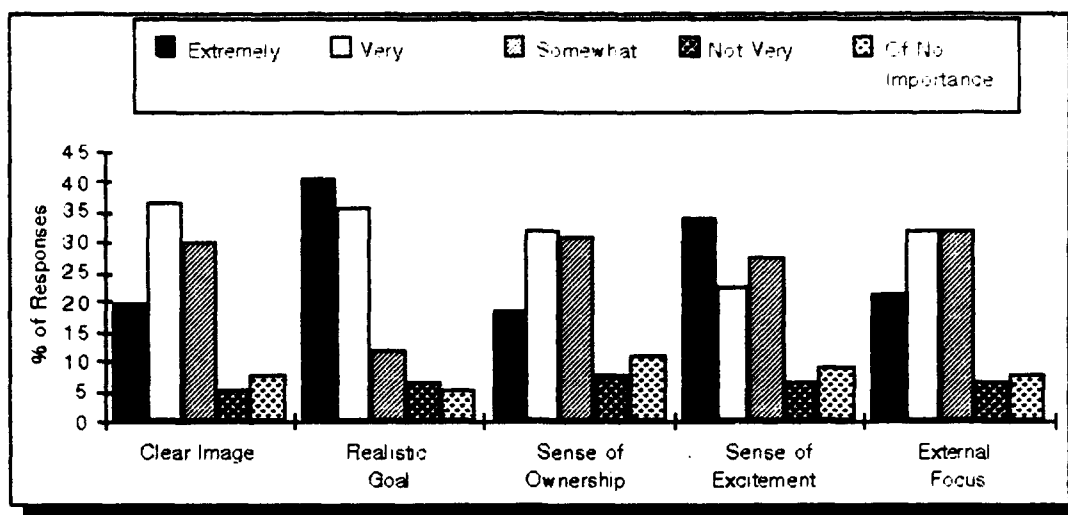


Figure 41. Perceived Importance of Elements (E-4 to E-6)

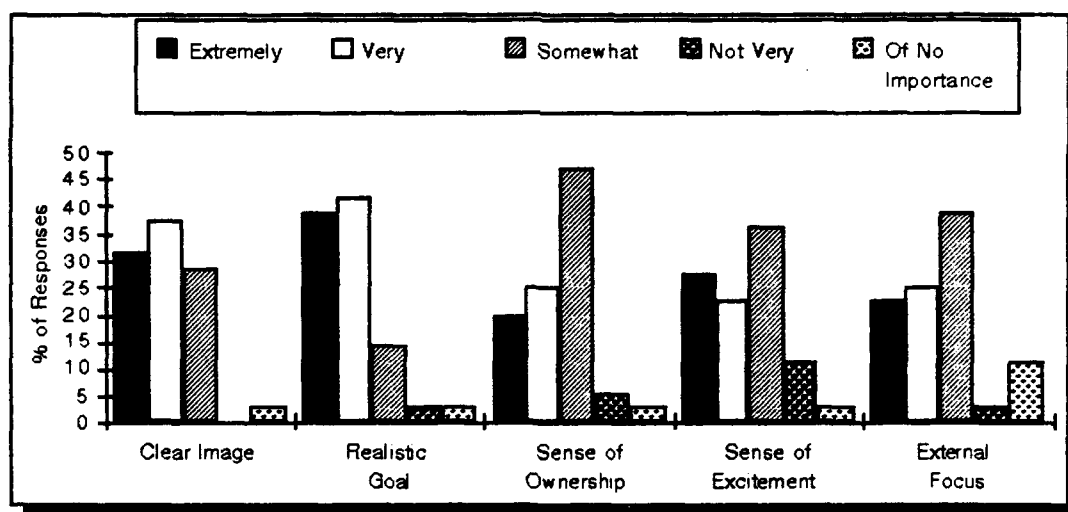


Figure 42. Perceived Importance of Elements (E-7 to E-9)

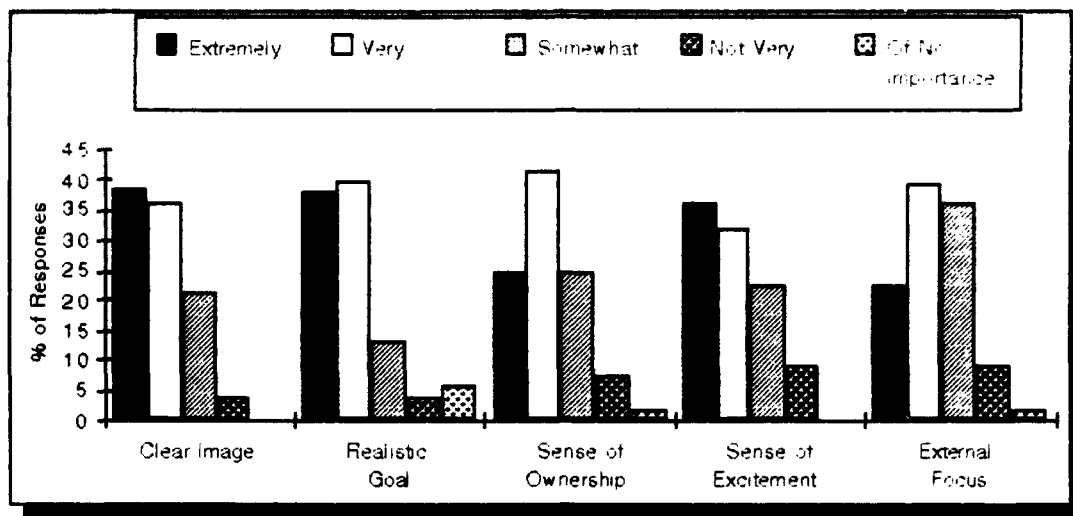


Figure 43. Perceived Importance of Elements (0-1 to 0-3)

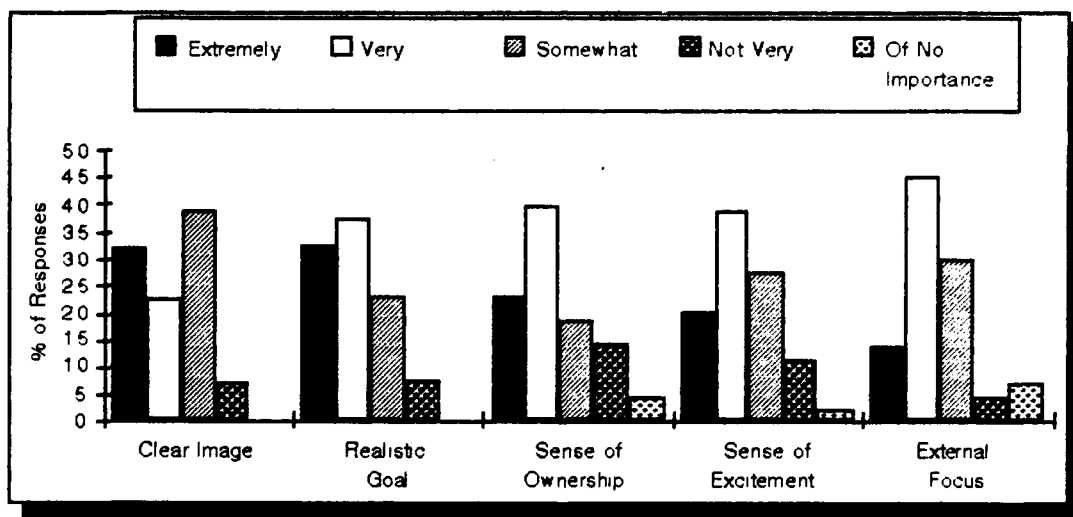


Figure 44. Perceived Importance of Elements (0-4 to 0-6)

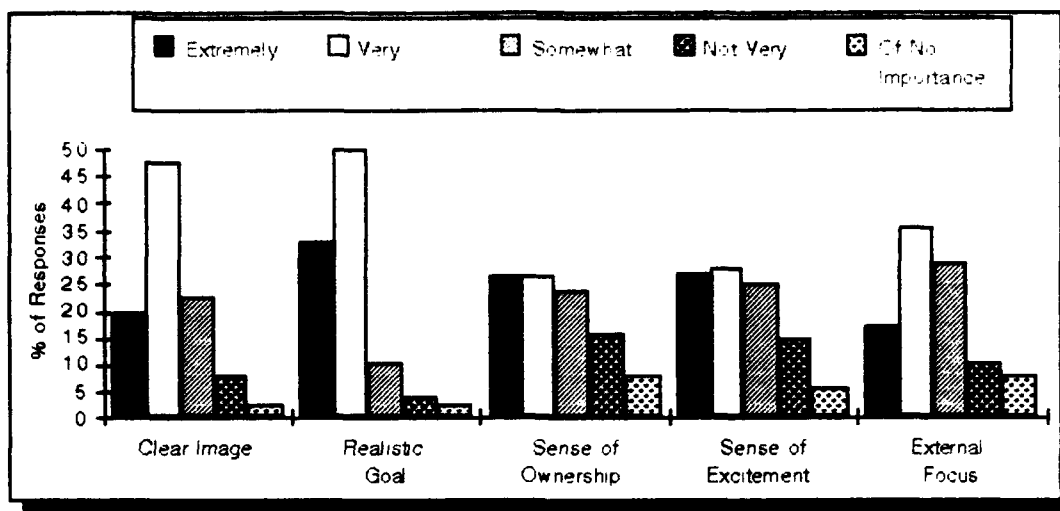


Figure 45. Perceived Importance of Elements (Civilian)

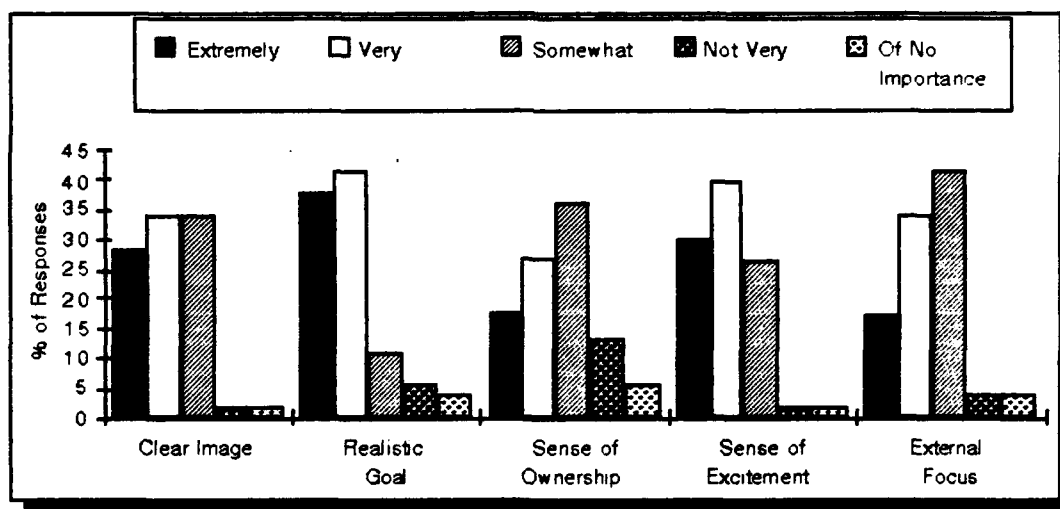


Figure 46. Perceived Importance of Elements (< 4 yrs)

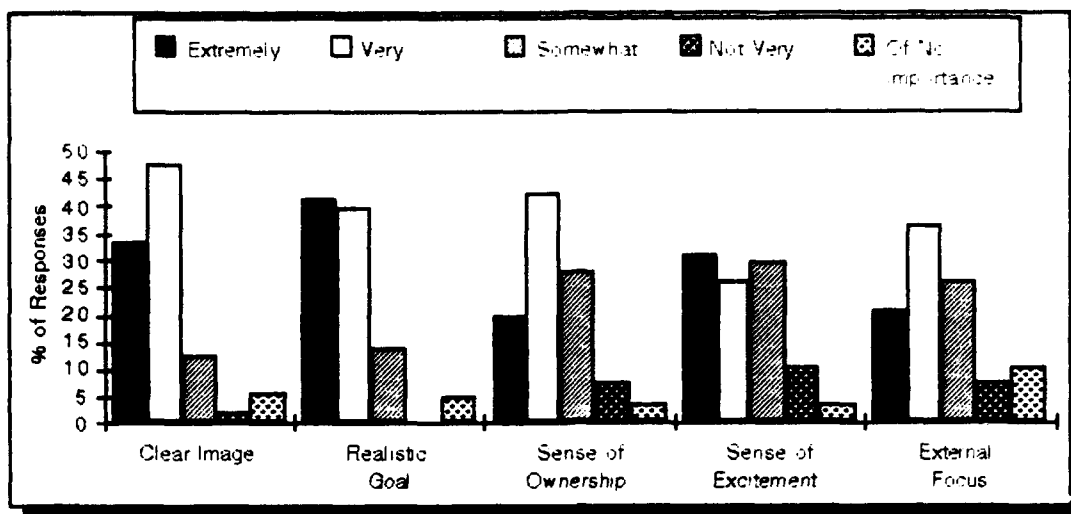


Figure 47. Perceived Importance of Elements (>4 but < 8 yrs)

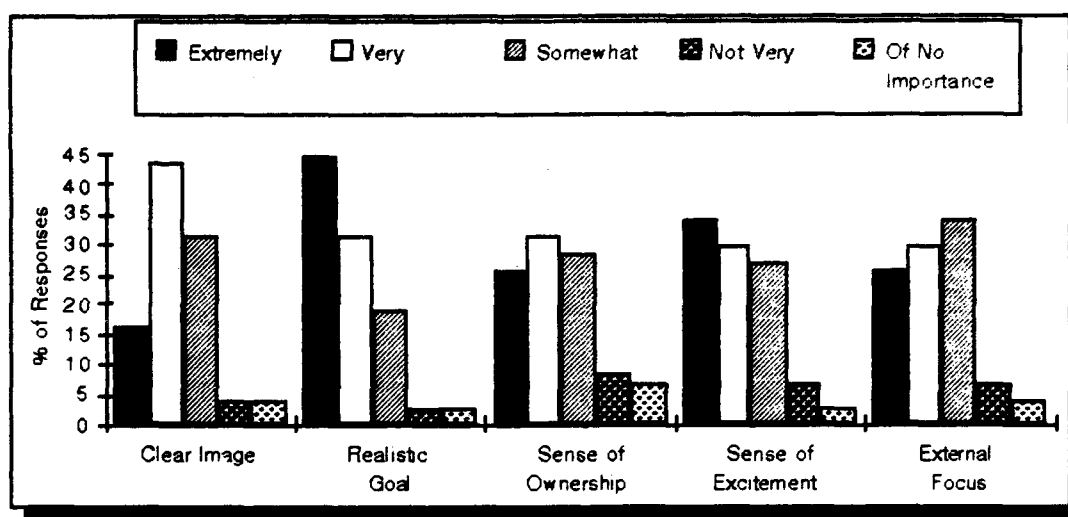


Figure 48. Perceived Importance of Elements (8 to 15 yrs)

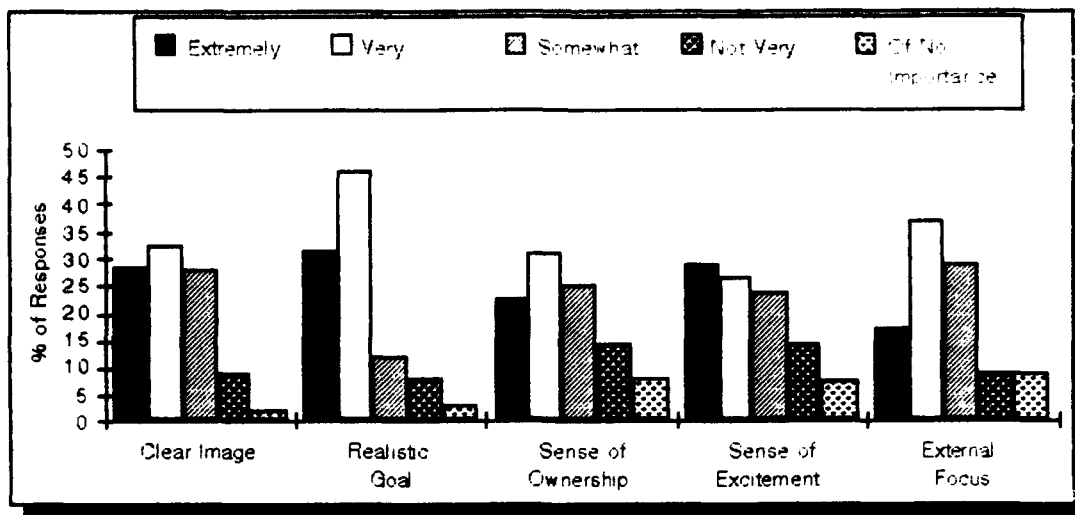


Figure 49. Perceived Importance of Elements (>15 yrs)

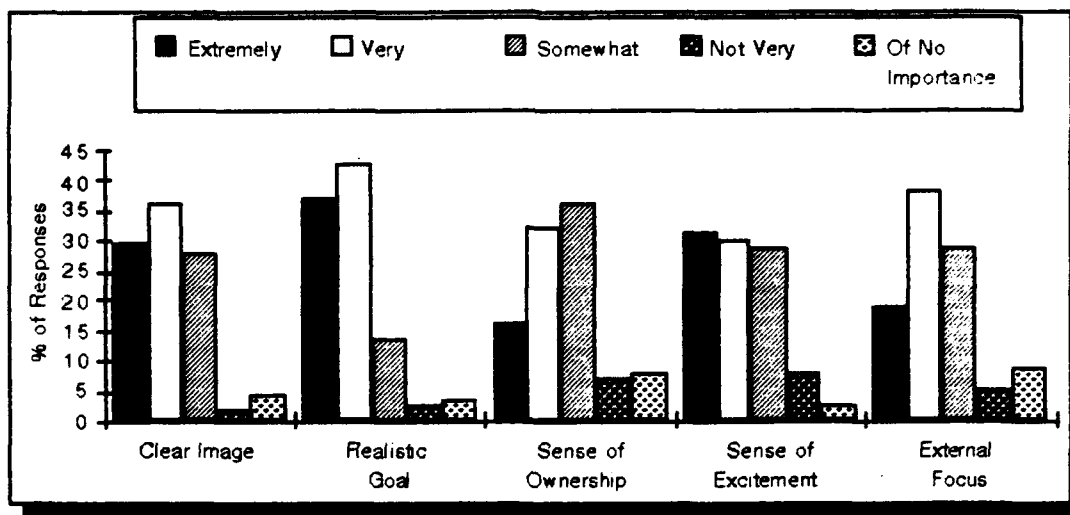


Figure 50. Perceived Importance of Elements (23D Wing)

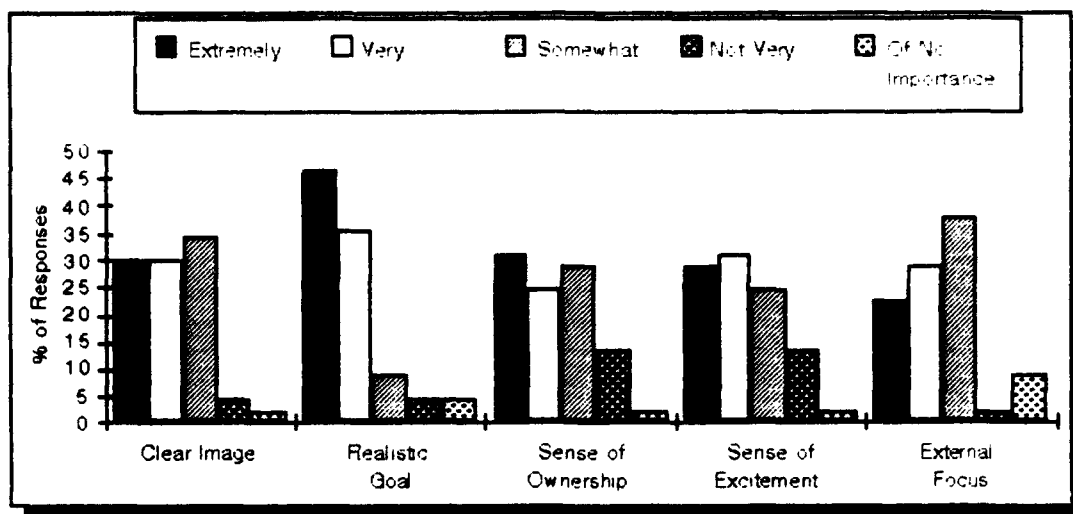


Figure 51. Perceived Importance of Elements (28th BW)

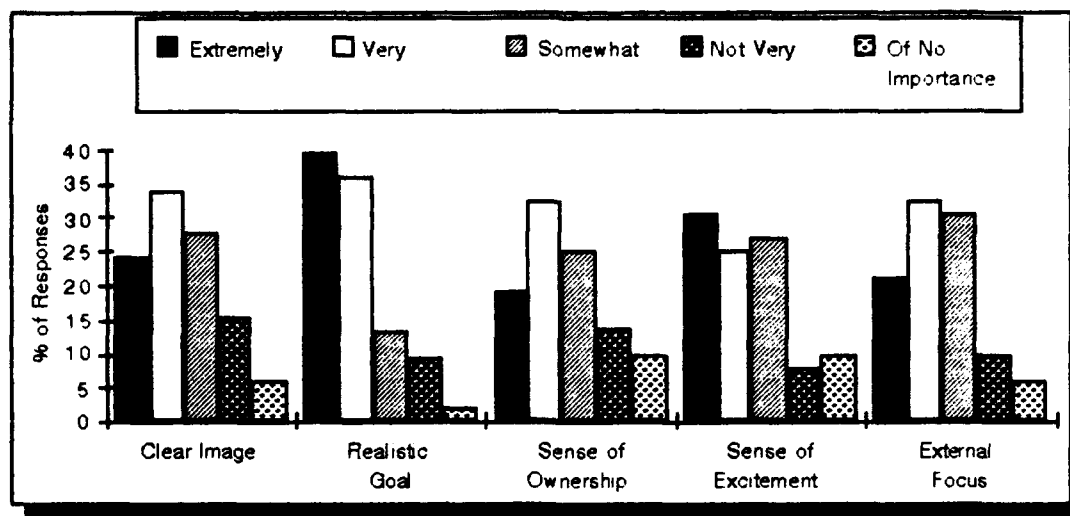


Figure 52. Perceived Importance of Elements (394th)

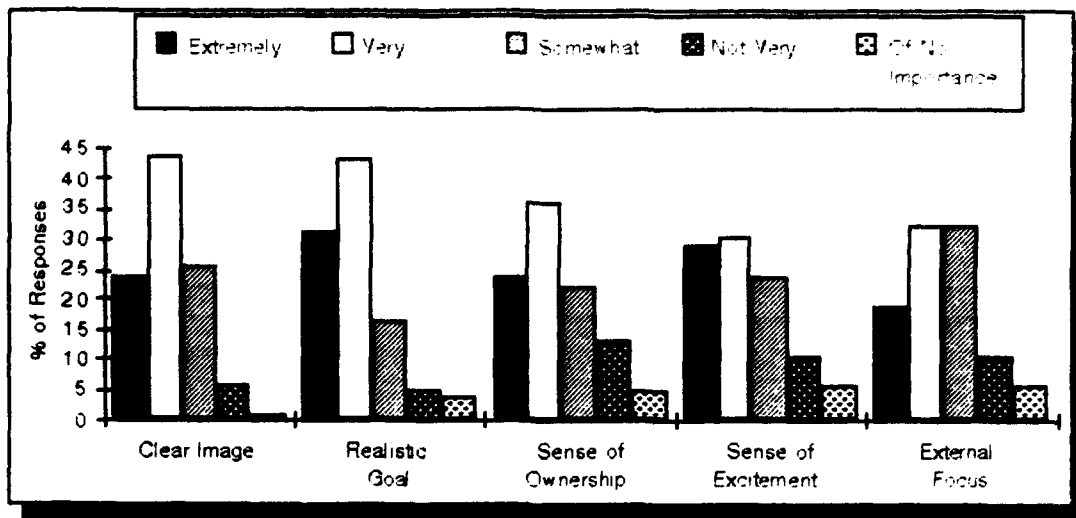


Figure 53. Perceived Importance of Elements (SMC)

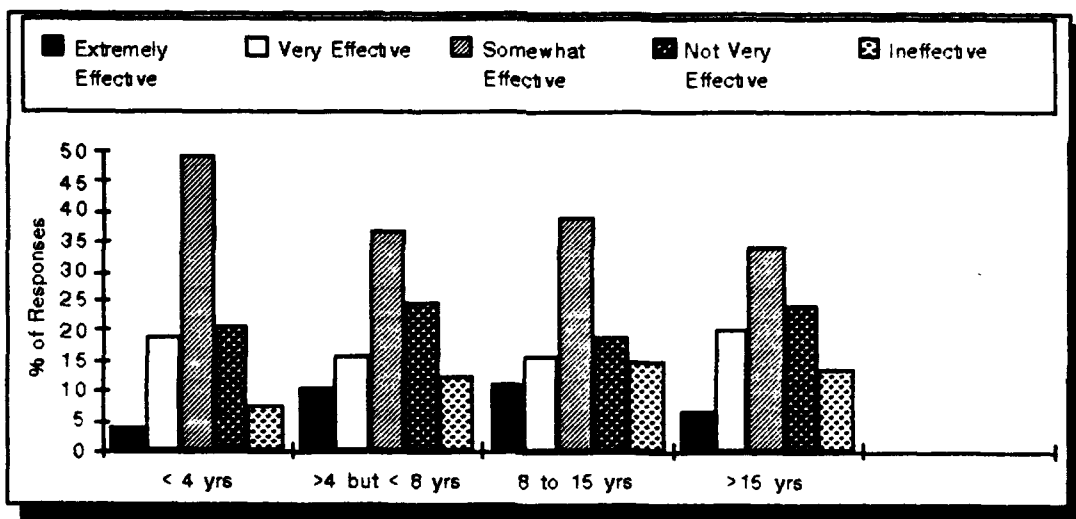


Figure 54. Perceived Effectiveness of the Air Force Vision Statement (by experience)

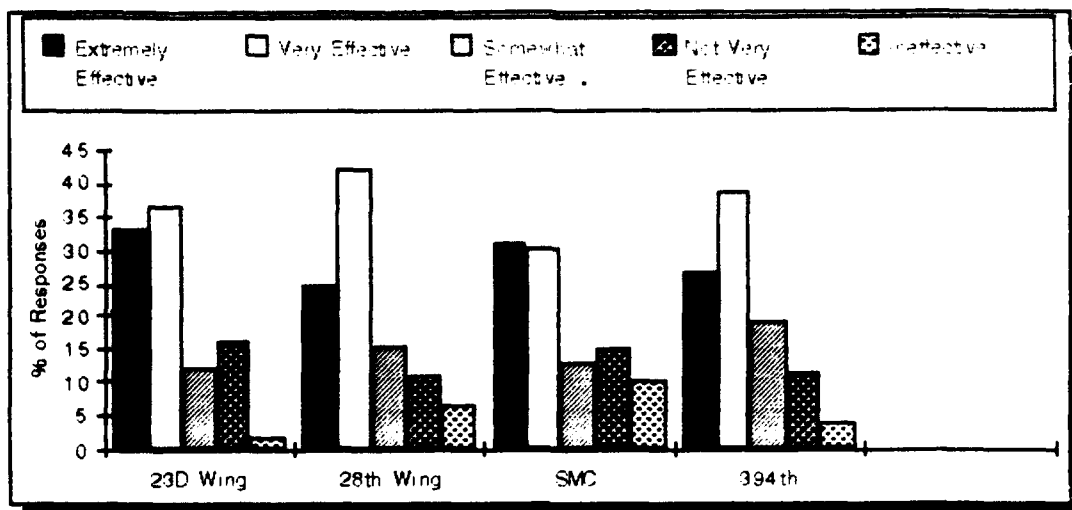


Figure 55. Perceived Effectiveness of the Air Force Vision Statement (by location)

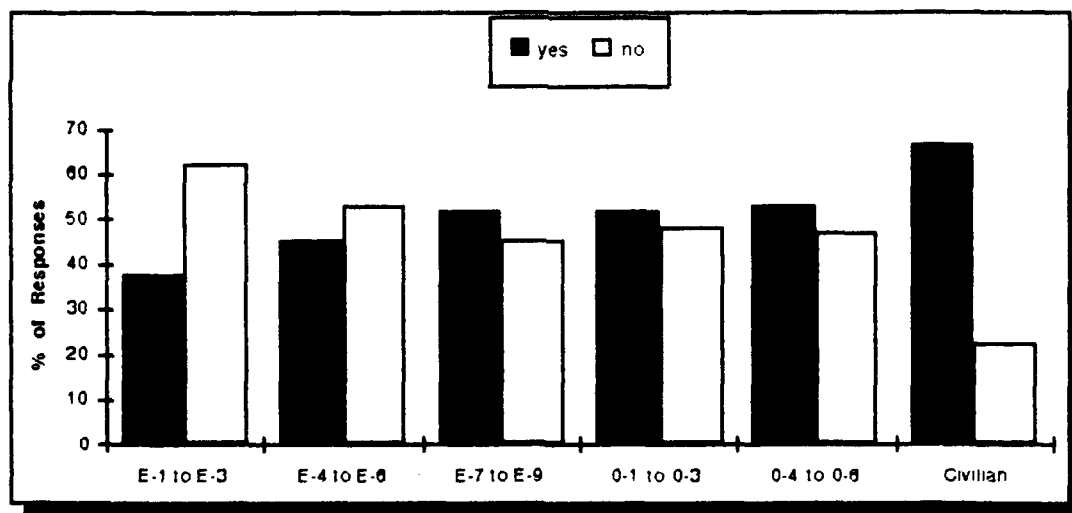


Figure 56. Perceived Effectiveness of the ACC Mission Statement (by rank)

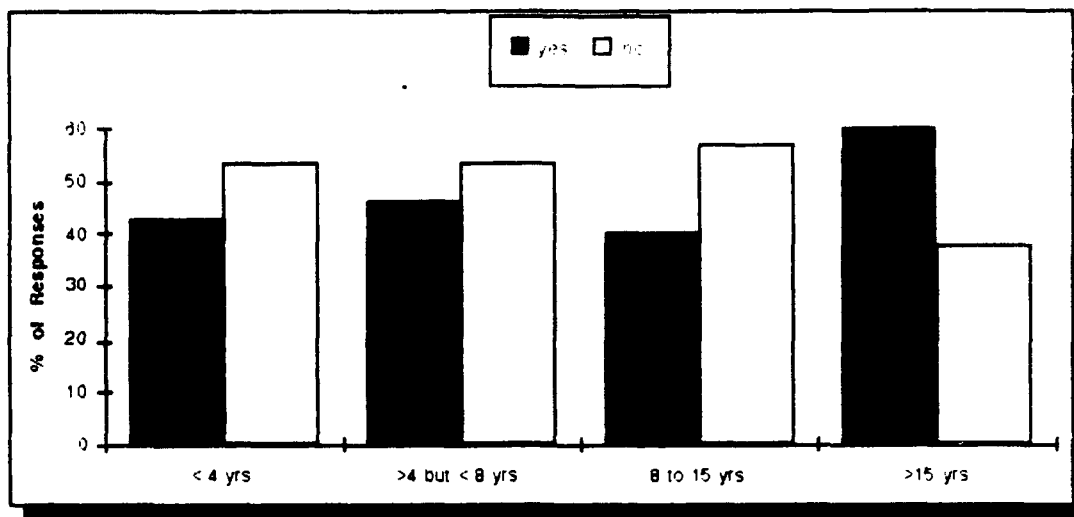


Figure 57. Perceived Effectiveness of the ACC Mission Statement (by experience)

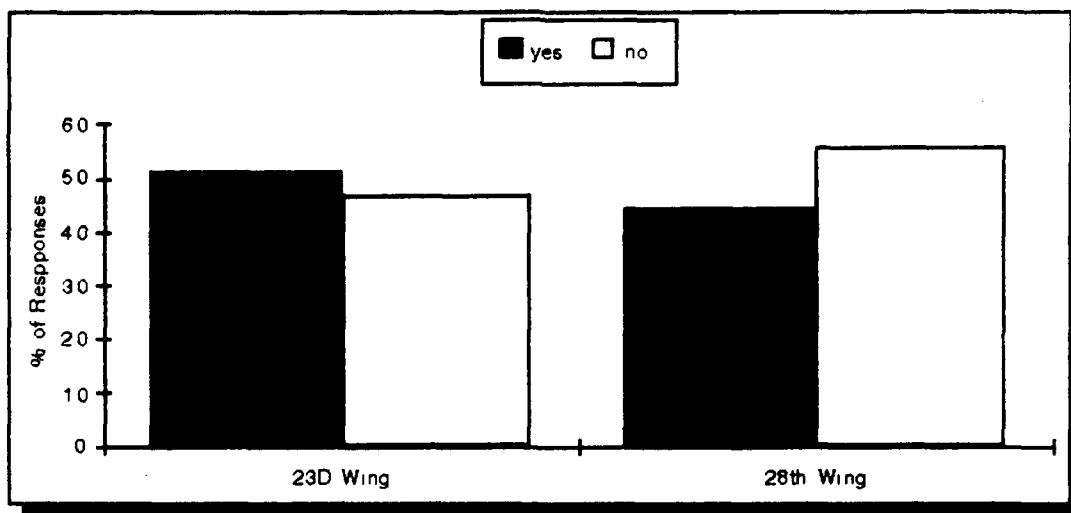


Figure 58. Perceived Effectiveness of the ACC Vision Statement (by location)

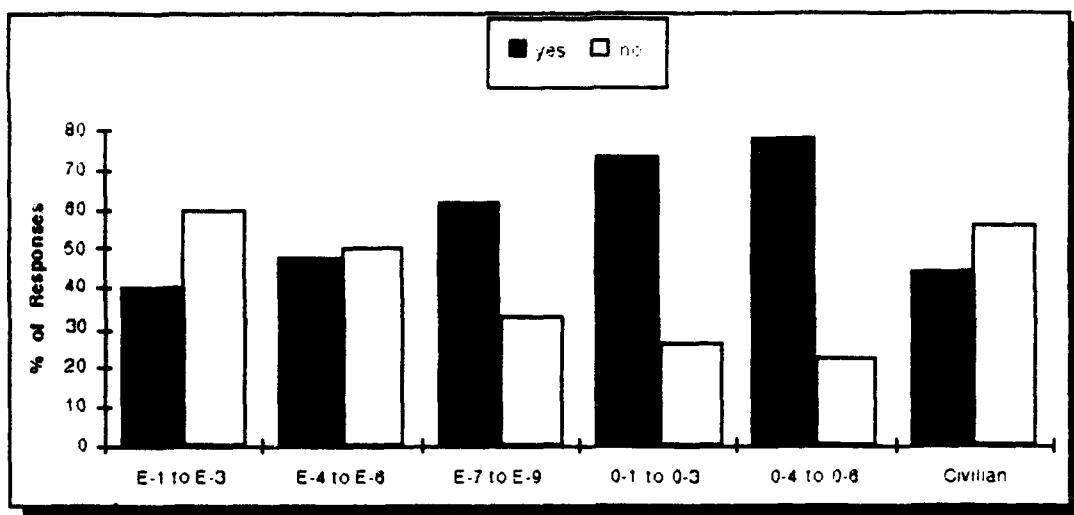


Figure 59. Perceived Effectiveness of the 23D Wing Mission Statement (by rank)

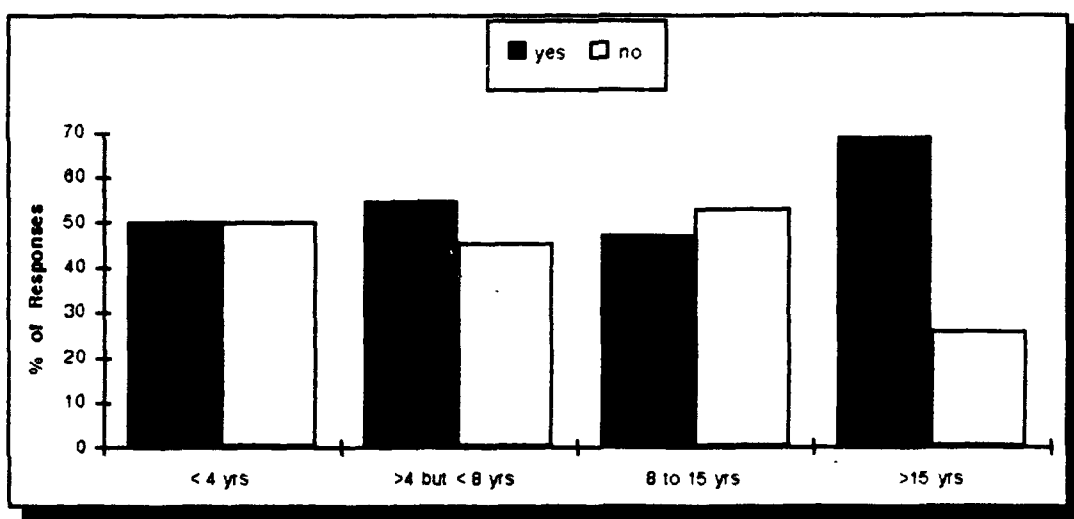


Figure 60. Perceived Effectiveness of the 23D Wing Mission Statement (by experience)

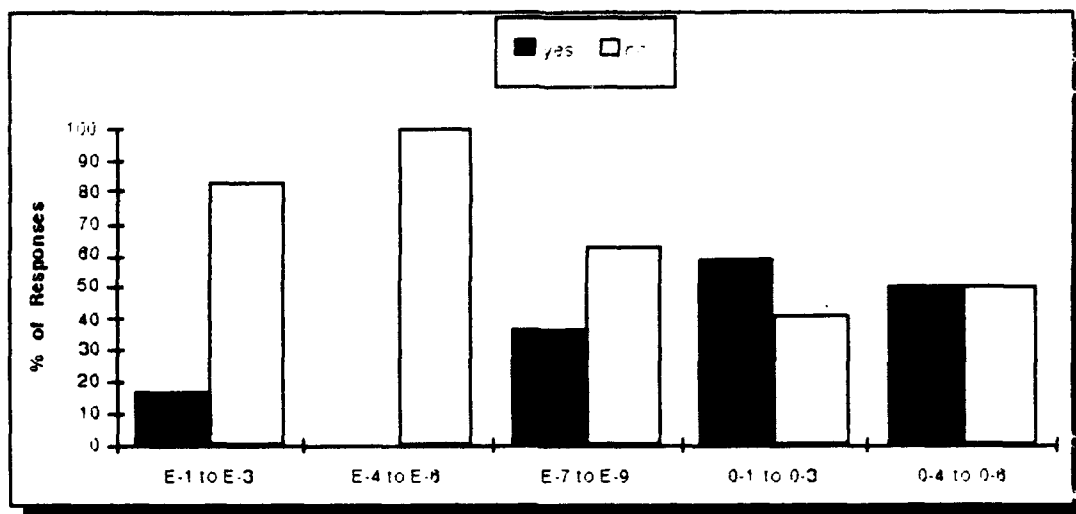


Figure 61. Perceived Effectiveness of the 28th BW Mission Statement (by rank)

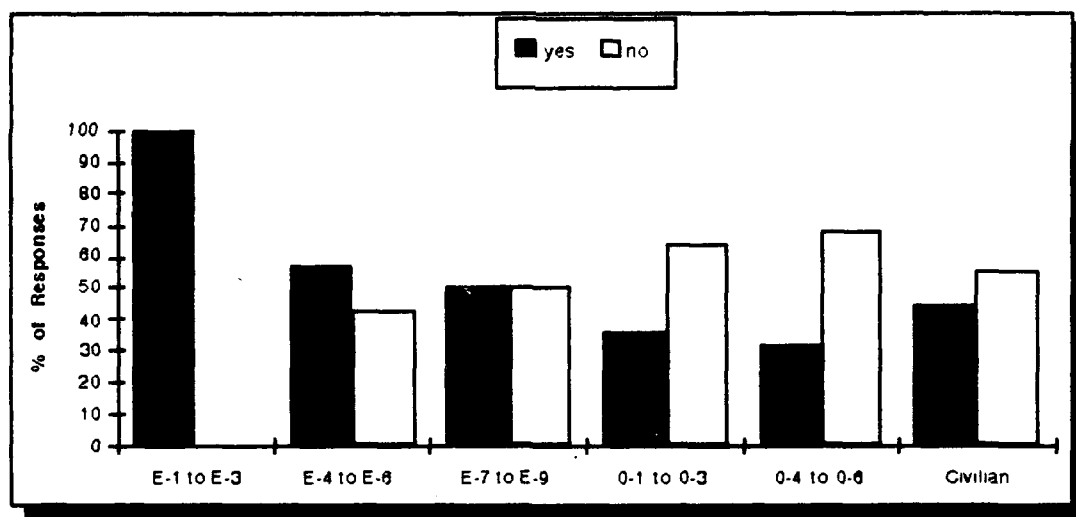


Figure 62. Perceived Effectiveness of the SMC Vision Statement (by rank)

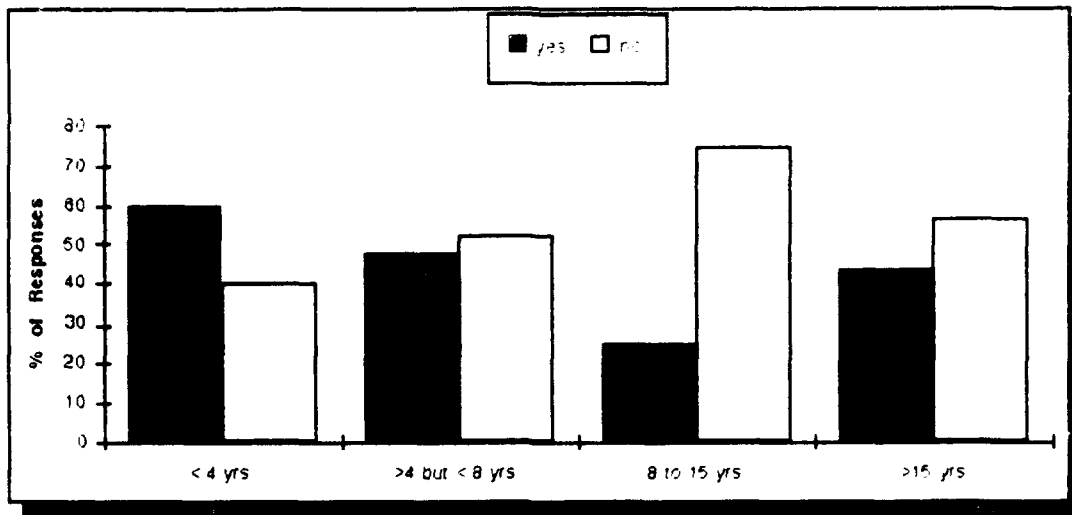


Figure 63. Perceived Effectiveness of the SMC Vision Statement (by experience)

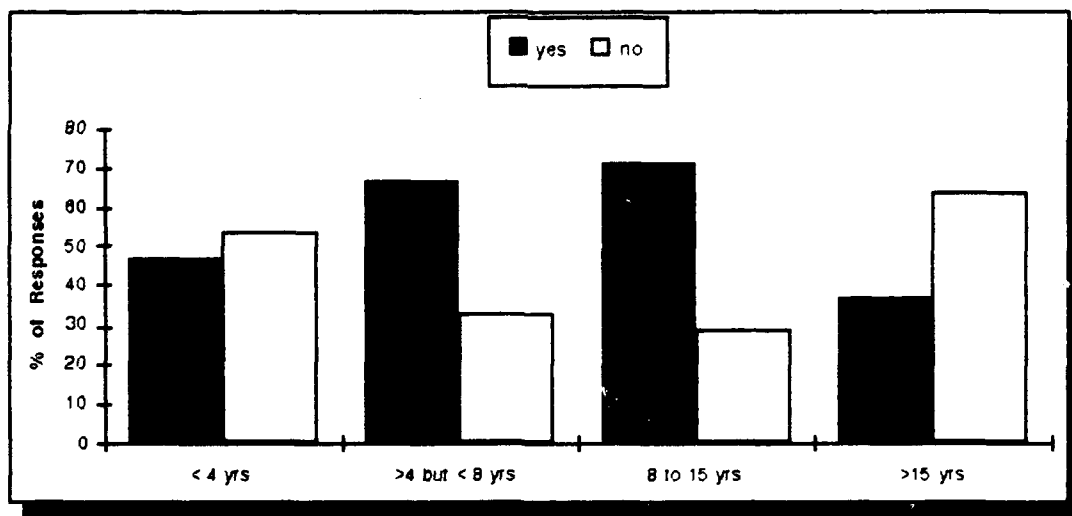


Figure 64. Perceived Effectiveness of the Lackland Training Center Statement (by experience)

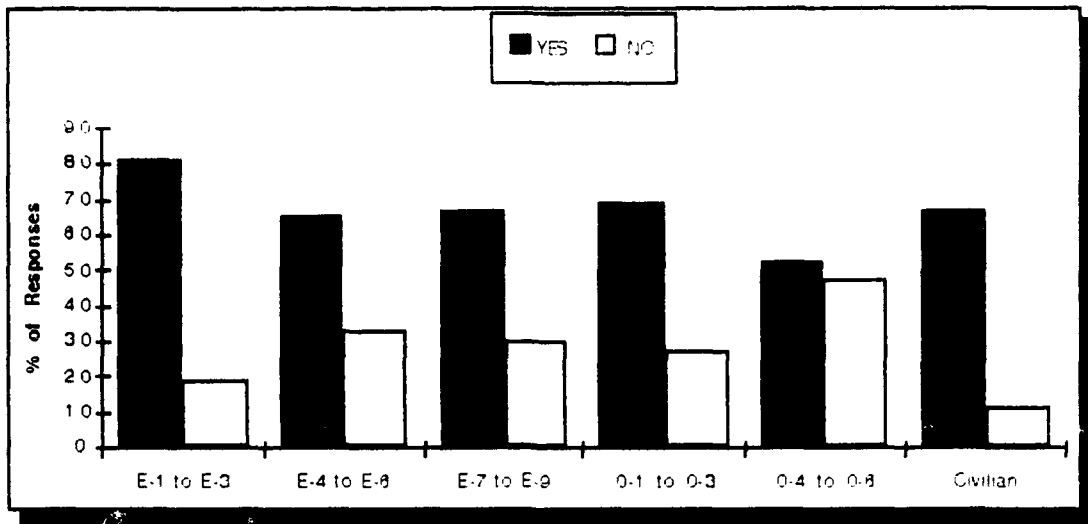


Figure 65. Perceived Importance of Continuing the Process at the MAJCOM Level (by rank)

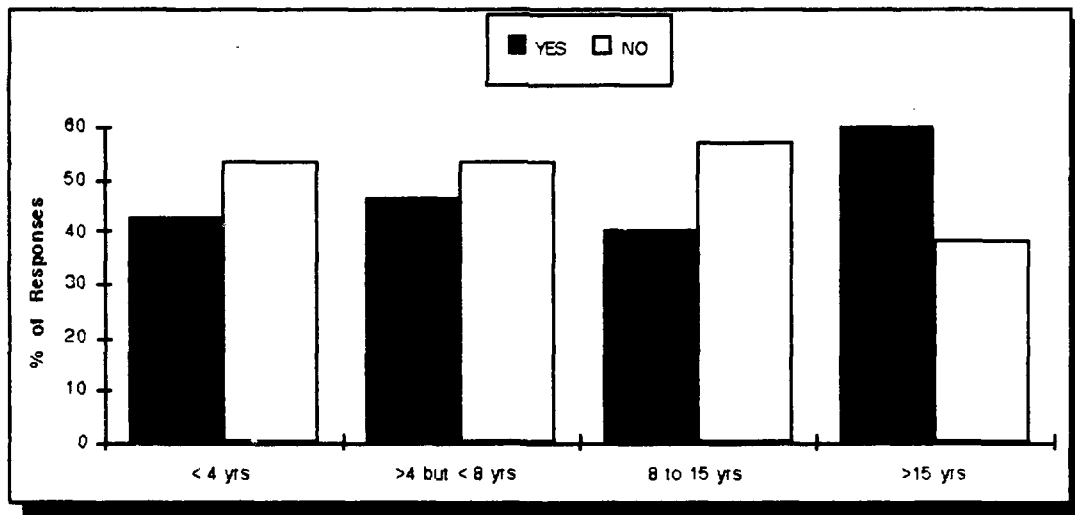


Figure 66. Perceived Importance of Continuing the Process at the MAJCOM Level (by experience)

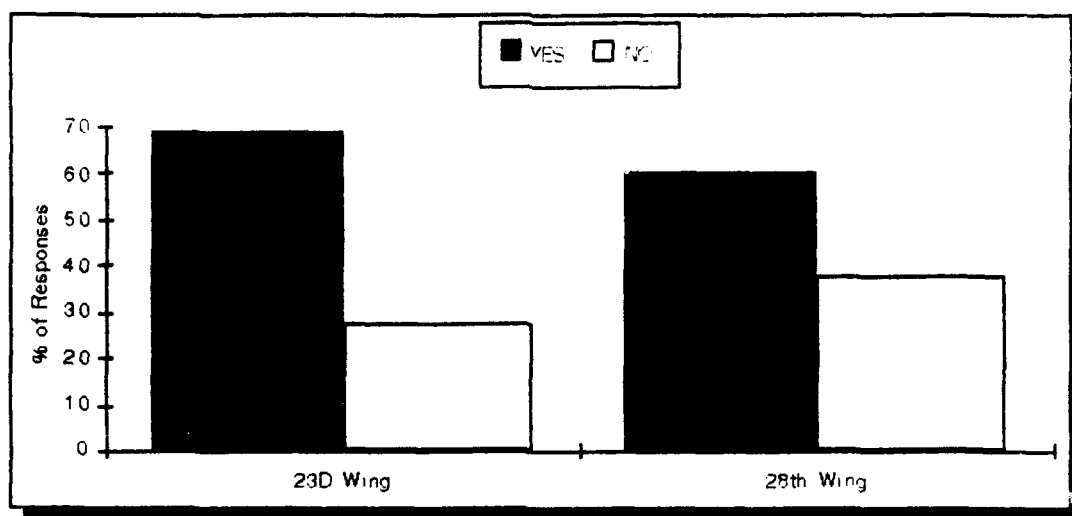


Figure 67. Perceived Importance of Continuing the Process at the MAJCOM Level (by location)

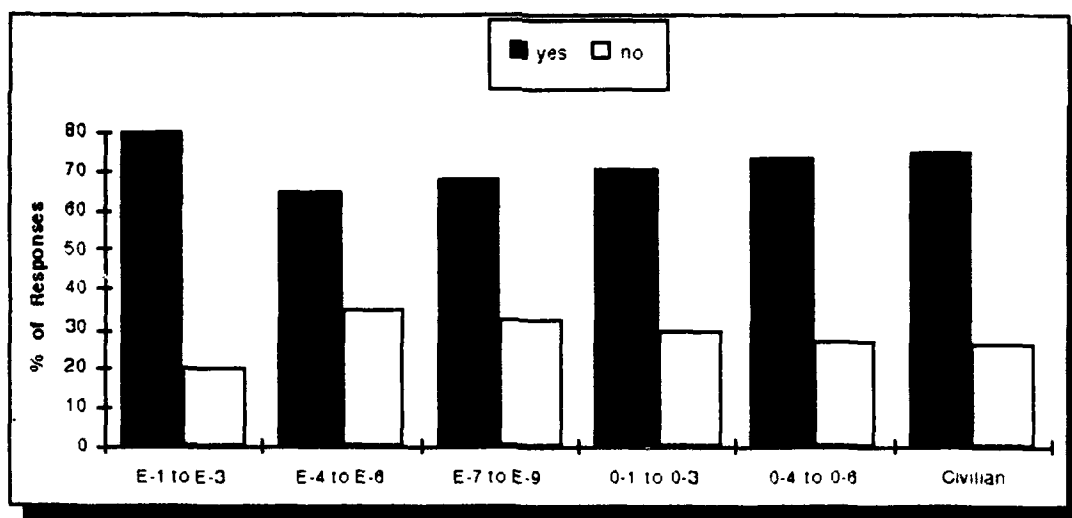


Figure 68. Perceived Importance of Continuing the Process at the Wing Level (by rank)

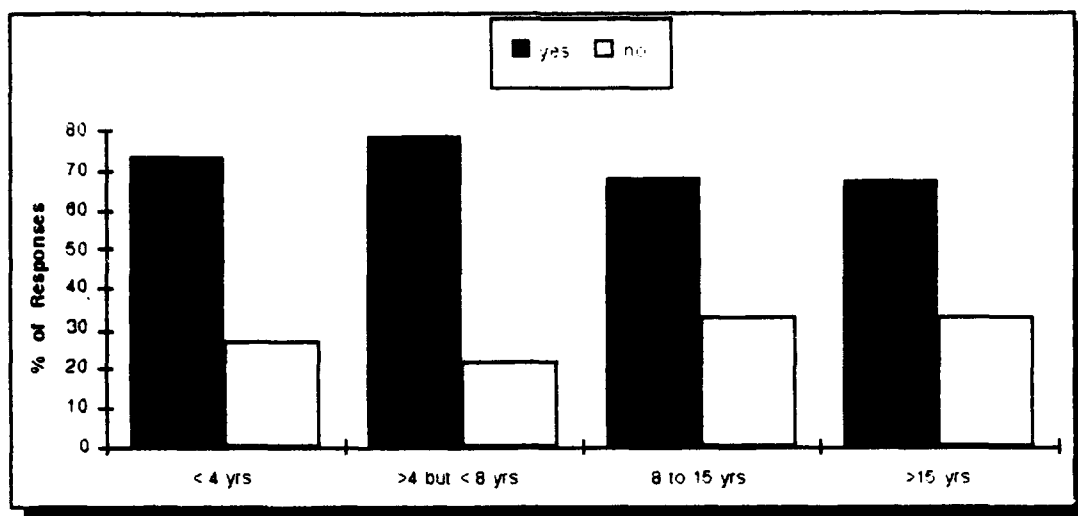


Figure 69. Perceived Importance of Continuing the Process at the Wing Level (by experience)

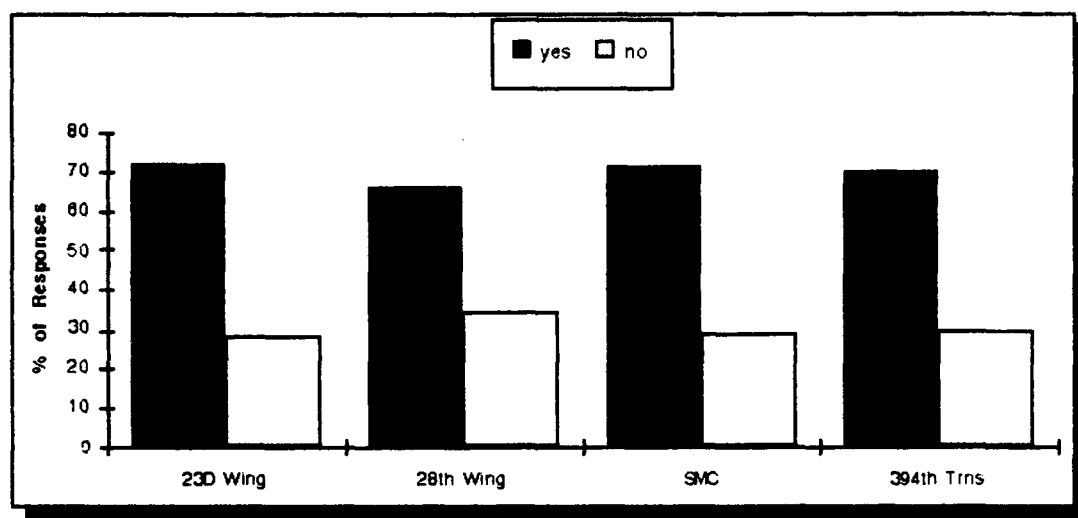


Figure 70. Perceived Importance of Continuing the Process at the Wing Level (by location)

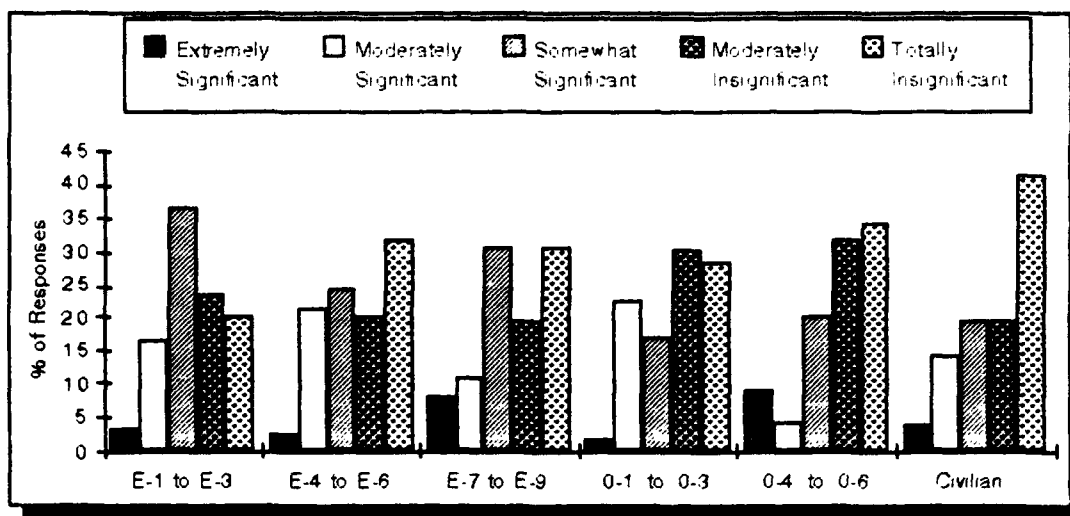


Figure 71. Perceived Significance of the Air Force Vision Statement in Daily Activities (by rank)

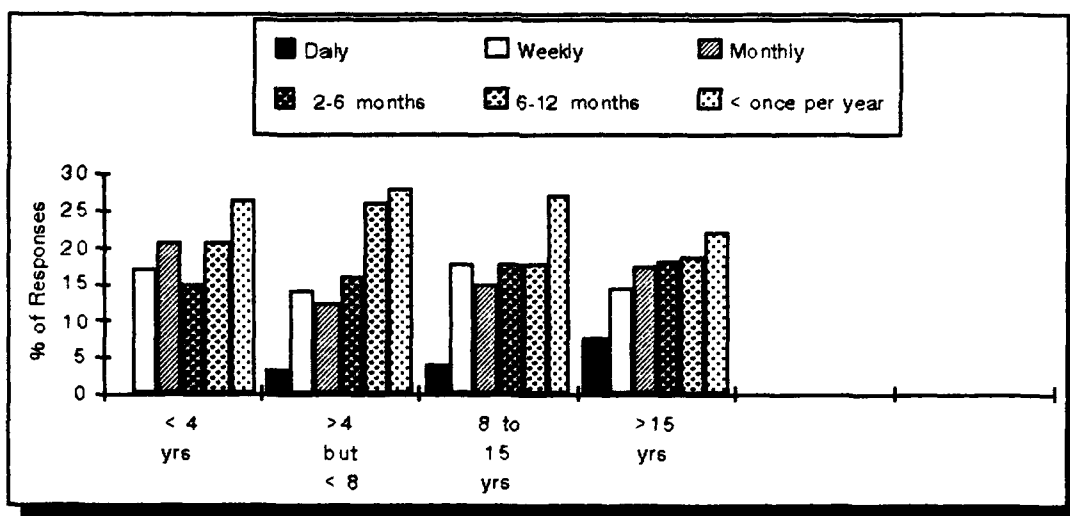


Figure 72. Frequency the Air Force Vision Statement is Seen or Heard (by experience)

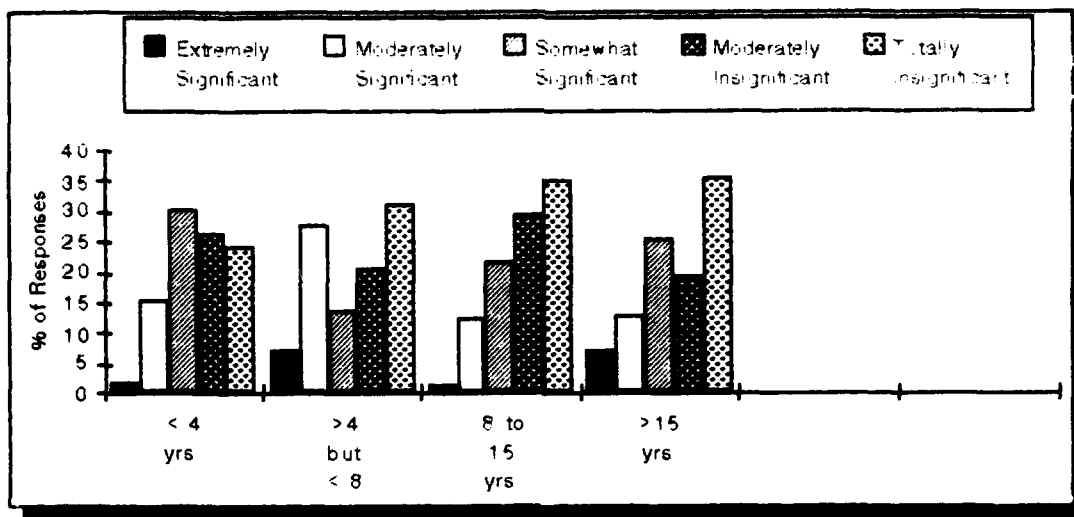


Figure 73. Perceived Significance of the Air Force Vision Statement in Daily Activities (by experience)

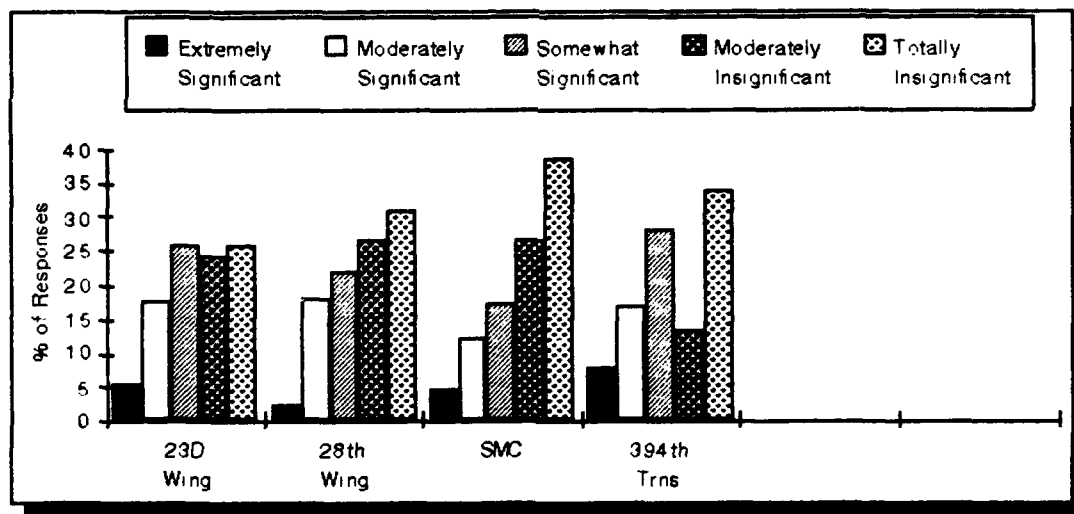


Figure 74. Perceived Significance of the Air Force Vision Statement in Daily Activities (by location)

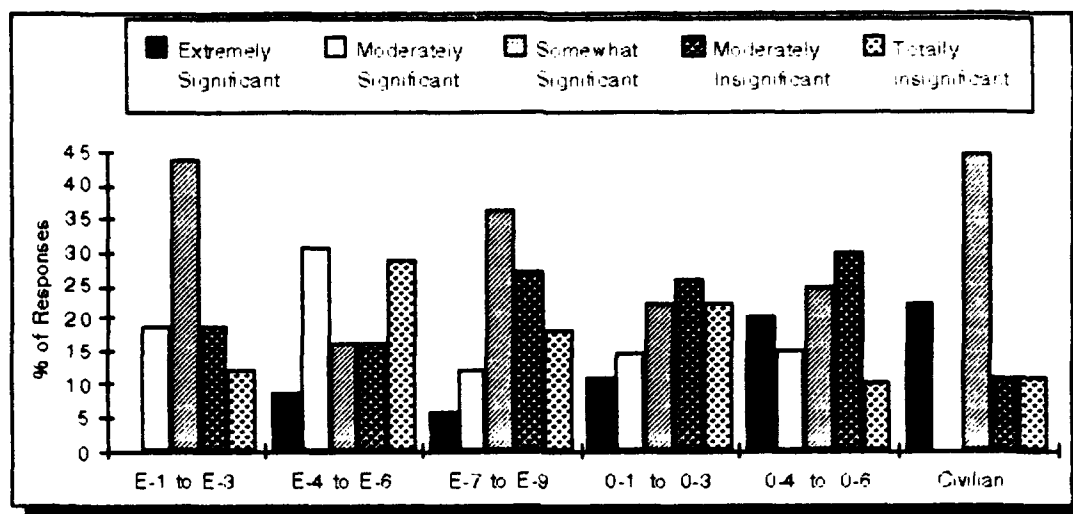


Figure 75. Perceived Significance of the Air Combat Command Mission Statement in Daily Activities (by rank)

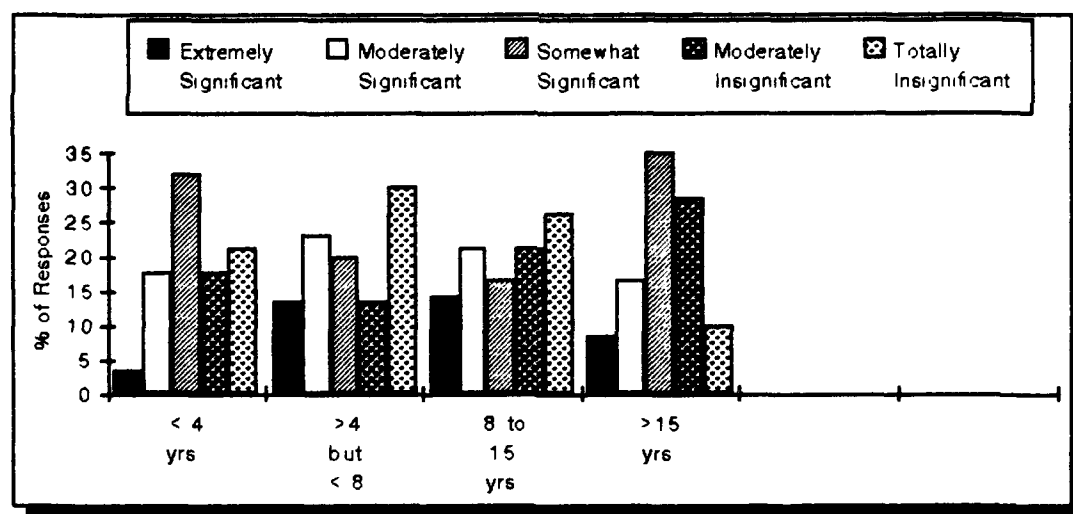


Figure 76. Perceived Significance of the Air Combat Command Mission Statement in Daily Activities (by experience)

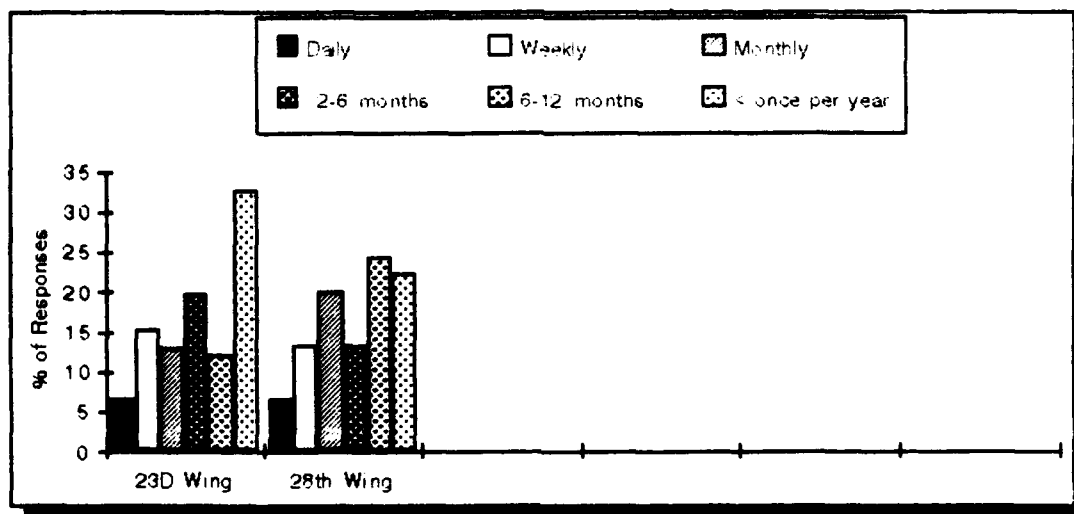


Figure 77. Frequency the Air Combat Command Mission Statement is Seen or Heard (by location)

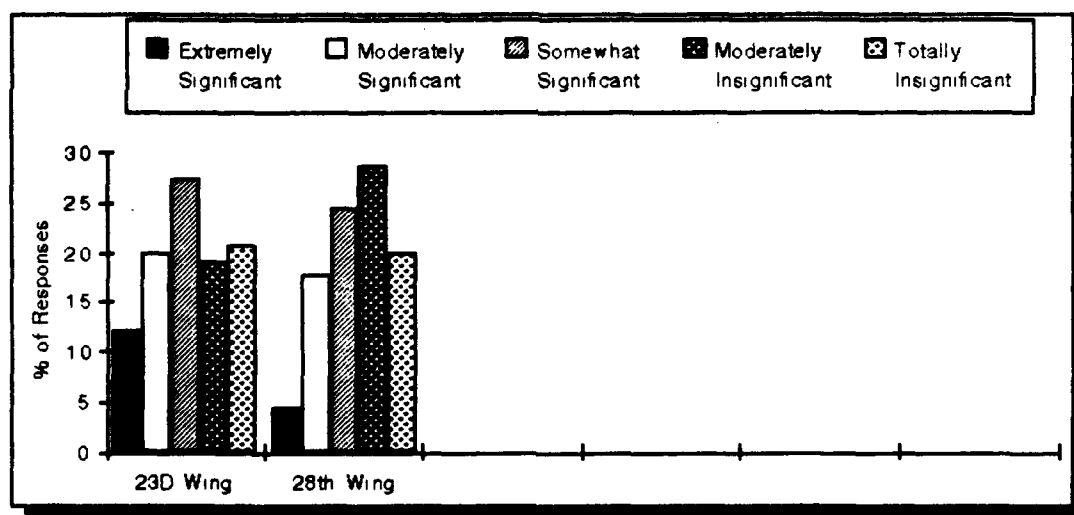


Figure 78. Perceived Significance of the Air Combat Command Mission Statement in Daily Activities (by location)

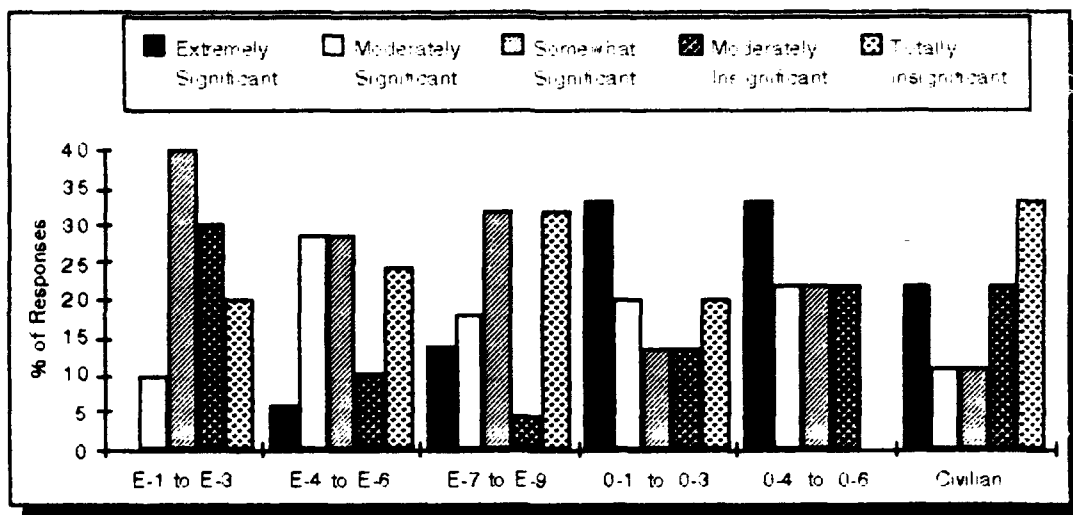


Figure 79. Perceived Significance of the 23D Mission Statement in Daily Activities (by rank)

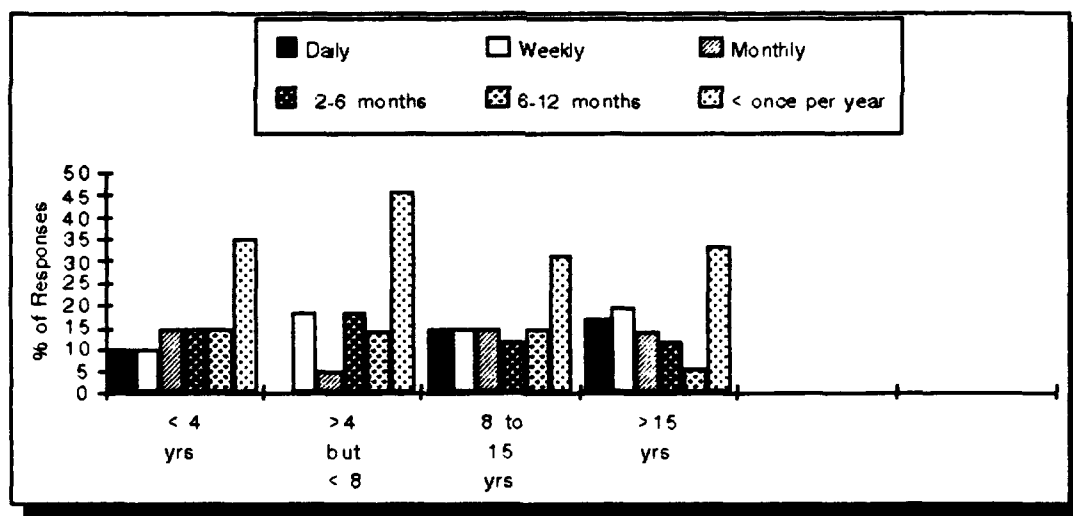


Figure 80. Frequency the 23D Mission Statement is Seen or Heard (by experience)

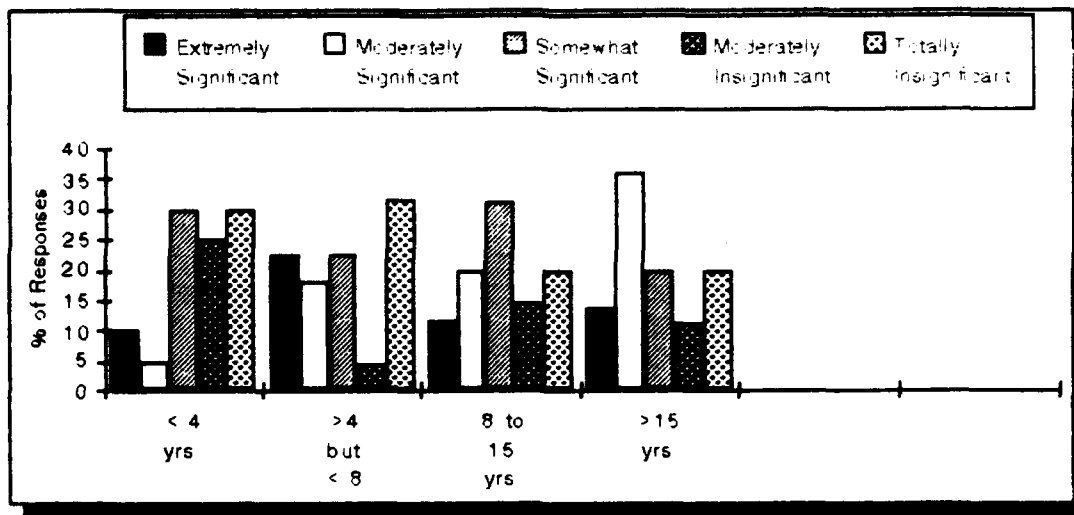


Figure 81. Perceived Significance of the 23D Mission Statement in Daily Activities (by experience)

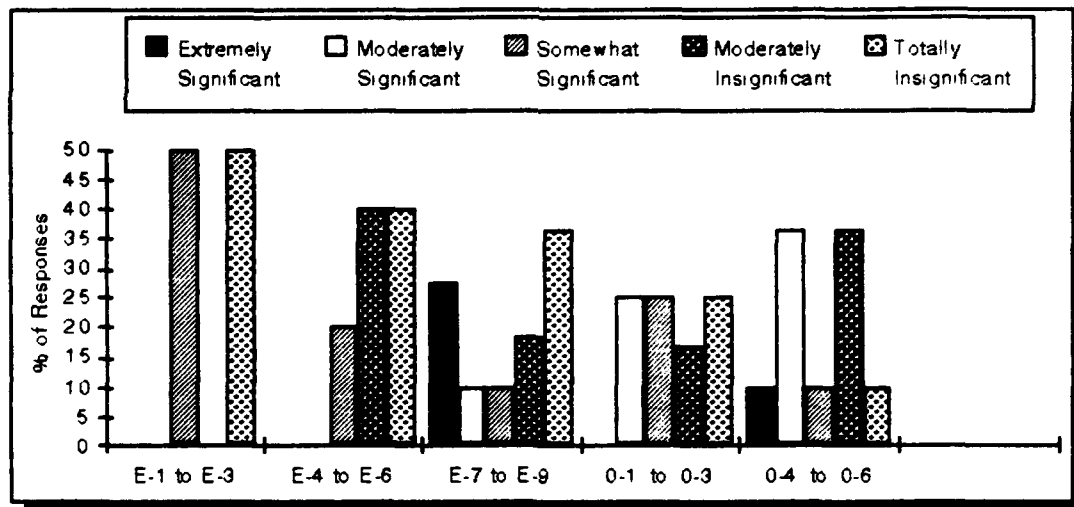


Figure 82. Perceived Significance of the 28th Mission Statement in Daily Activities (by rank)

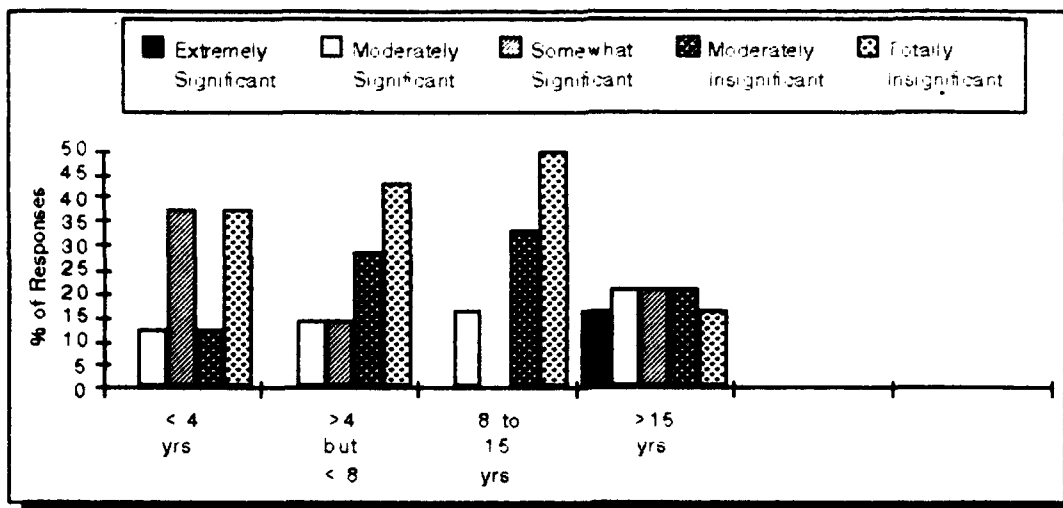


Figure 83. Perceived Significance of the 28th Mission Statement in Daily Activities (by experience)

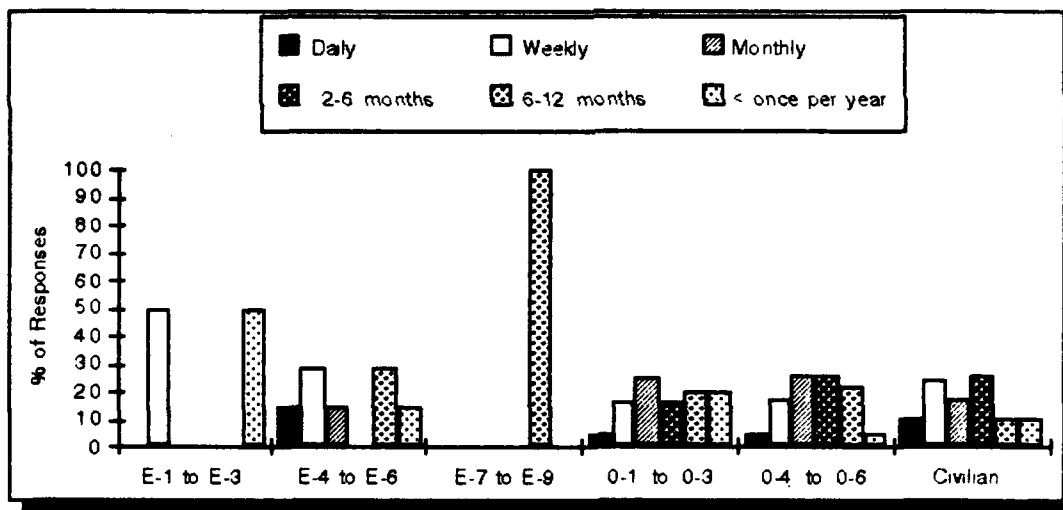


Figure 84. Frequency the SMC Vision Statement is Seen or Heard (by rank)

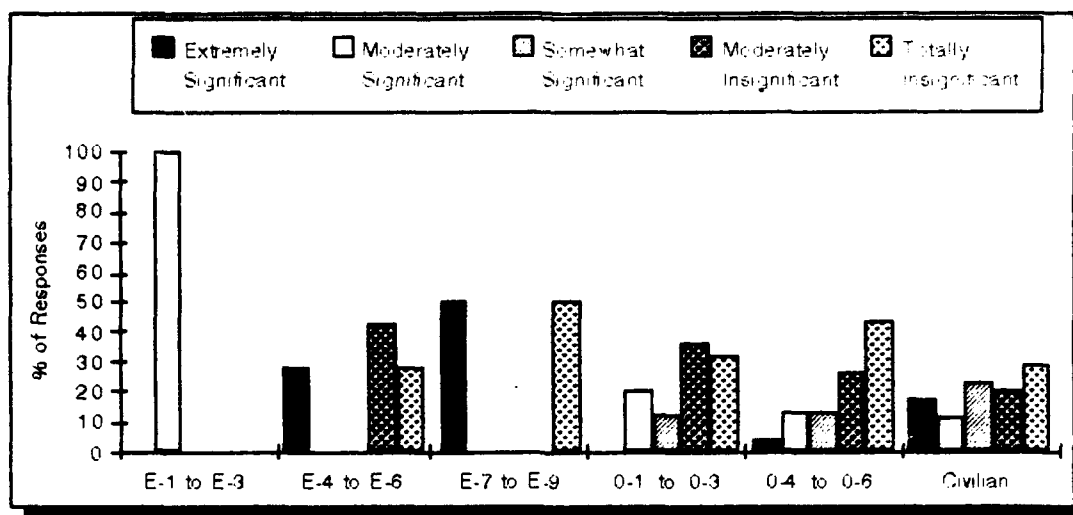


Figure 85. Perceived Significance of the SMC Vision Statement in Daily Activities (by rank)

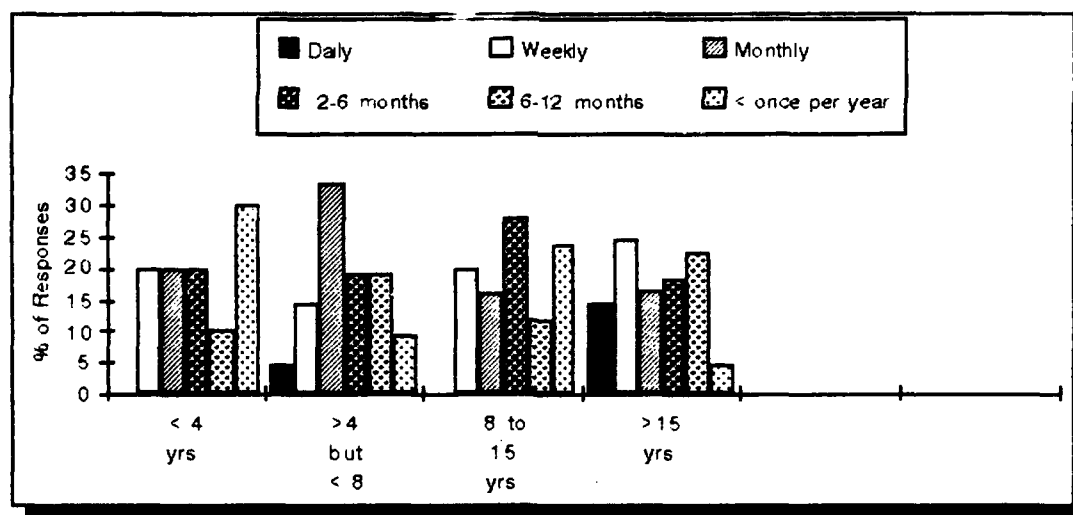


Figure 86. Frequency the SMC Vision Statement is Seen or Heard (by experience)

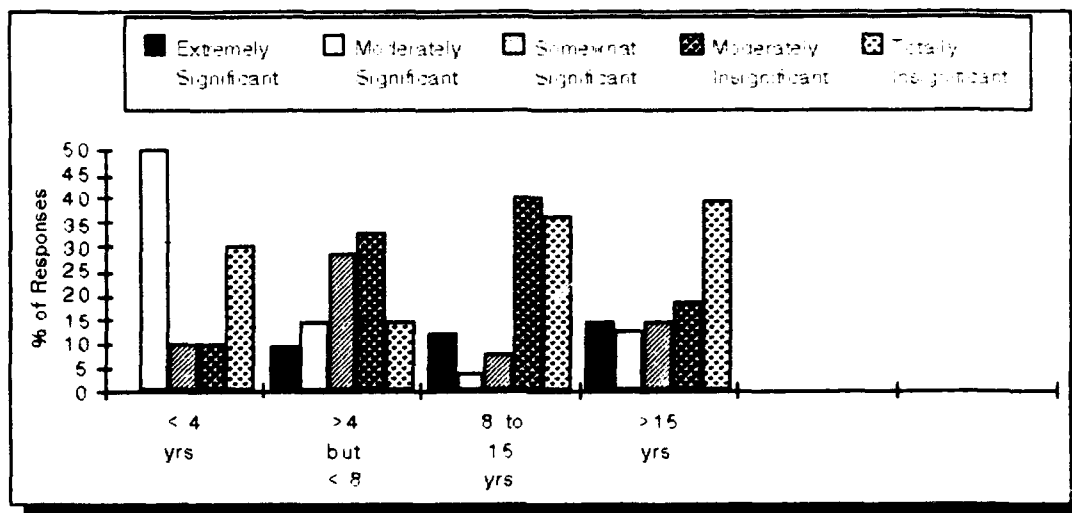


Figure 87. Perceived Significance of the SMC Vision Statement in Daily Activities (by experience)

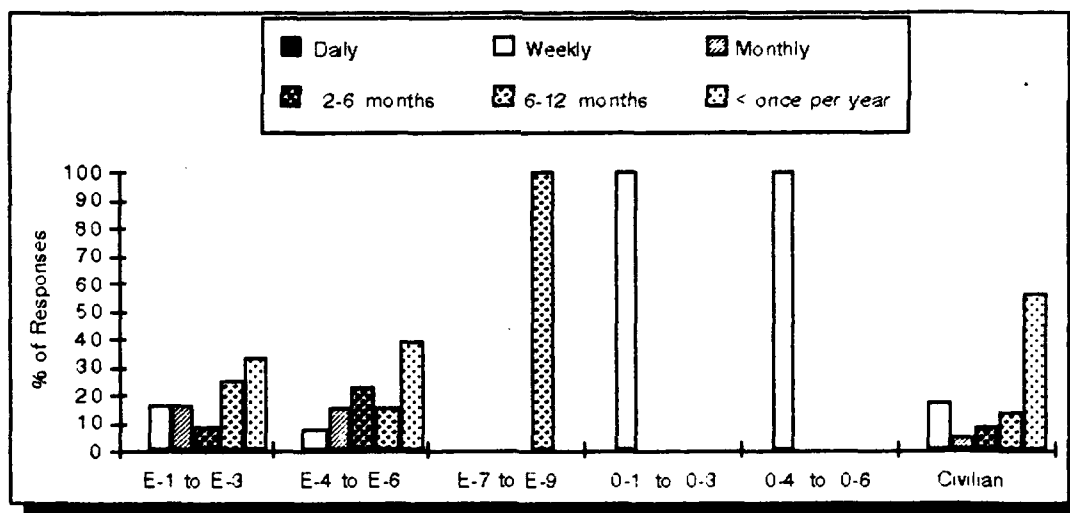


Figure 88. Frequency the Lackland Statement is Seen or Heard (by rank)

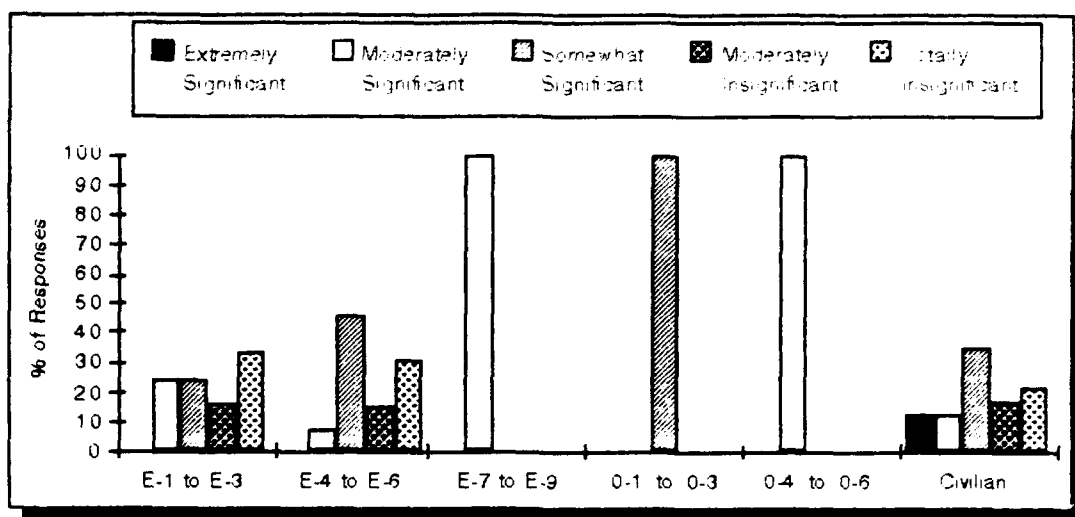


Figure 89. Perceived Significance of the Lackland Statement in Daily Activities (by rank)

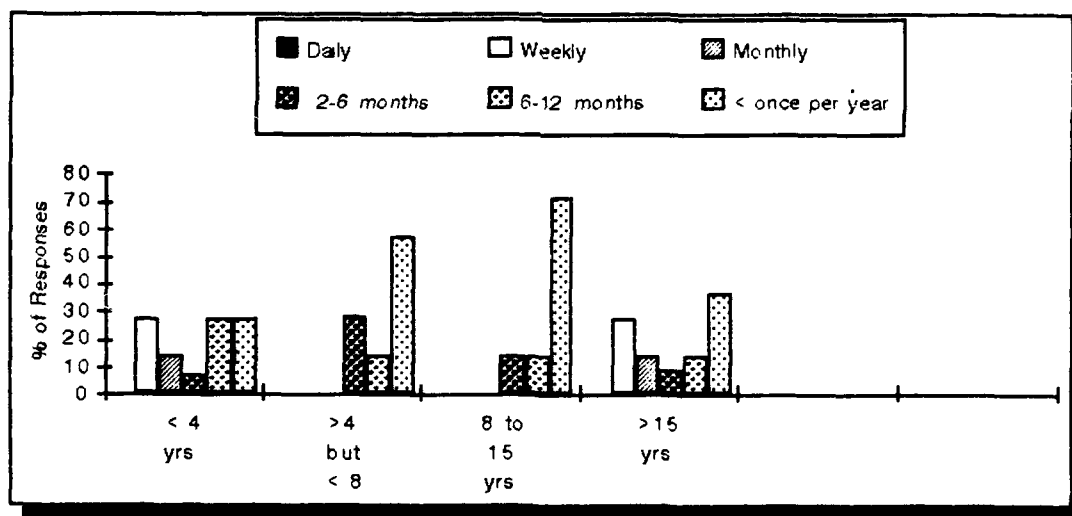


Figure 90. Frequency the Lackland Statement is Seen or Heard (by experience)

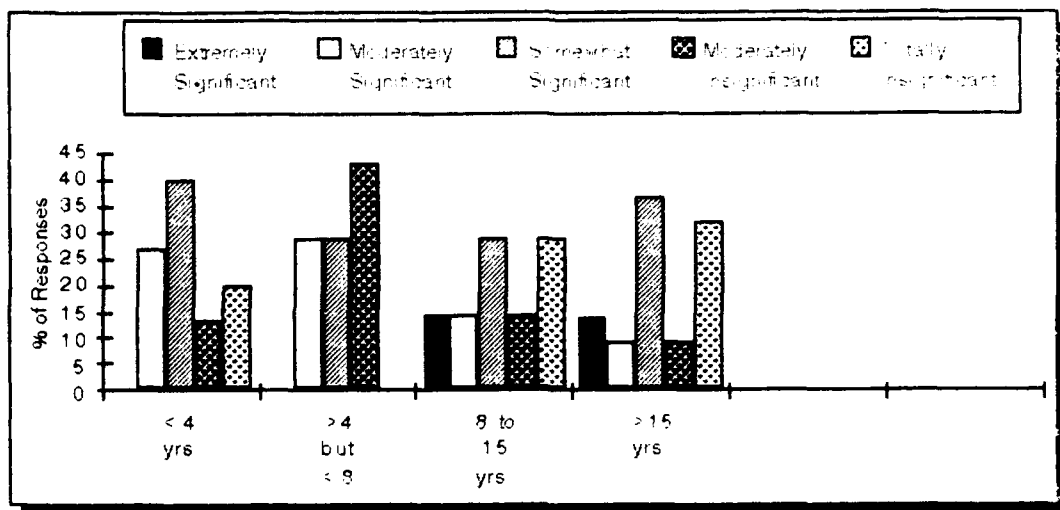


Figure 91. Perceived Significance of the Lackland Statement in Daily Activities (by experience)

Bibliography

- "Air Force Almanac," Air Force Magazine, 76: 29 (May 1993).
- Alexander, John W. "Sharing the Vision," Business Horizons, 32: 56-59 (May - June 1989).
- Ballou, Ronald H. Business Logistics Management (Third Edition). New Jersey: Prentice-Hall, Inc., 1992.
- Bennis, Warren and Burt Nanus. Leaders. New York: Harper & Row Publishers, Inc., 1985.
- Benson, Tracy E. "The New Leadership," Industry Week, 241: 12-21 (June 1992).
- Brown, Thomas L. "Of Paradigms . . . And Visions," Industry Week, 5: 11 (March 1991).
- "Is Your Company Vision Driven," Industry Week, 10: 11 (May 1992).
- "Are You Vision Driven," Industry Week, 11: 11 (June 1992).
- Cohen, William A. The Art Of The Leader. New Jersey: Prentice Hall, 1990.
- Collins, James C. and Jerry I. Porras. "Organizational Vision and Visionary Organizations," California Management Review, 30-52 (Fall 1991).
- Collins, James C. and William C. Lazier. "Vision," Executive Management Review, 61-75 (Spring 1993).
- Conover, W.J. Practical Nonparametric Statistics. New York: John Wiley & Sons, Inc., 1971.
- Denton, Keith D. and Barry L. Wisdom. "Shared Vision," Business Horizons, 32: 67-69 (July - August 1989).
- Department of Research and Information, Defense Systems Management College. Managing Quality and Productivity. Washington: Government Printing Office, 1989.
- Emory, William C. and Donald R. Cooper. Business Research Methods (Fourth Edition). Illinois: Irwin Inc., 1991.
- Fry, Joseph N. and Peter J. Killing. "Vision Check," Business Quarterly, 54: 64-69 (Autumn 1989).

- Gibson, James L. and others. Organizations Behavior - Structure - Process (Seventh Edition). Illinois: Irwin, 1991.
- Gilford, Joy P. Psychometric Methods. New York: McGraw - Hill, 1954.
- Hanan, Mark. Tomorrow's Competition: The Next Generation of Growth Strategies. New York: AMACOM, 1991.
- Hiam, Alexander. "Visualizing Quality," Executive Management Review, 51-59 (Spring 1993).
- Hitt, William D. The Leader-Manager. Ohio: Battelle Press, 1988.
- Janson, Robert and Richard L. Gunderson. "The Team Approach to Companywide Change," National Productivity Review, 10: 35-44 (Winter 1990 - 1991).
- Kerlinger, Fred N. Foundations of Behavioral Research. New York: Holt, Rinehart, and Winston Inc., 1964.
- Kotter, John P. A Force for Change. New York: The Free Press, Macmillan, Inc., 1990.
- Kouzes, James M. and Barry Z. Posner. The Leadership Challenge. California: Jossey-Bass, Inc., 1987.
- Labovitz, George H. "The Total-Quality Health Care Revolution," Quality Progress, 24: 45-47 (September 1991).
- Langeler, Gerard H. "The Vision Trap," Harvard Business Review, 70: 46-55 (March - April 1992).
- McClave, James T. and P. George Benson. Statistics for Business and Economics (Fifth Edition). San Francisco: Dellen Publishing Co., 1991.
- Meister, David. Behavioral Analysis and Measurement Methods. New York: John Wiley & Sons, Inc., 1985.
- Nanus, Burt. Visionary Leadership. San Francisco: Jossey-Bass, Inc., 1992.
- Peters, Thomas J. and Nancy K. Austin. A Passion For Excellence: The Leadership Difference. New York: Random House, Inc., 1985.
- Pierce, Jon L. and John W. Newstrom. The Manager's Bookshelf: A Mosaic of Contemporary Views. New York: Harper Collins Publishers, Inc., 1990.

Robert, Michel. The Essence of Leadership. New York: Quorum Books. 1989.

Siegel, Sidney. Nonparametric Statistics for the Behavioral Sciences. New York: McGraw-Hill Book Co., 1956.

Simpson, Judith. "Visioning: More Than Meets the Eye," Training & Development Journal, 44: 70-72 (September 1990).

Skane, Donna H. Elementary Statistics. Reading: Addison-Wesley Publishing Co., 1985.

Smith, Perry M. Taking Charge: Making the Right Choices. New York: Avery Publishing Group, Inc., 1988.

Thorndike, Robert L. Educational Measurement. Washington: American Council on Education, 1971.

Tregoe, Benjamin, and others. Vision in Action. New York: Simon & Schuster. 1989.

Vardi, Yoav, Yoash Wiener, and Micha Popper. "The Value Content of Organizational Mission as a Factor in the Commitment of Members," Psychological Reports, 65: 27-34 (65, 1989).

Vita

Captain Joseph N. Gomes was born 21 June 1958 in Providence, Rhode Island. After graduating from Cheverus High School, Portland, Maine, in 1976, he attended the University of Maine. In 1979, he enlisted in the United States Air Force, serving as an aircraft mechanic at Carswell Air Force Base, Texas. In 1983, he completed an Associates degree in Aircraft Maintenance Technology from the Community College of the Air Force, and a Bachelor of Science degree in Industrial Technology with a minor in Production and Operations Management at East Texas State University. Upon graduating from Officer Training School in 1984, he received his commission and was assigned as an Aircraft Maintenance Officer at Grand Forks Air Force Base, North Dakota. While there, he served as the Officer in Charge of both the bomber and tanker maintenance units. From 1988 to 1991, he was assigned as an acquisition logistics manager in the Airborne Warning and Control System Program Office, Electronic Systems Division, Hanscom Air Force Base, Massachusetts. He was assigned to Clark Air Force Base, Philippines in 1991 where he served as the Chief of the Logistics Plans Division. In 1992, he was transferred to Wright-Patterson Air Force Base and entered the Graduate Logistics Management Program of the School of Logistics and Acquisition Management, Air Force Institute of Technology.

Permanent Address: 2295 Lakeview
Bellbrook, OH 45305

Vita

Lieutenant Quinn A. Gummel was born on September 22, 1968 in Washington, D.C. Upon graduation from Edmund Burke High School in 1986, he entered the United States Air Force Academy. In 1990, he graduated from the Academy, receiving a Bachelor of Science degree in History, and entered pilot training at Reese Air Force Base, Texas. Upon graduation from pilot training, he transferred to Wright-Patterson Air Force Base and entered the Graduate Logistics Management Program of the School of Logistics and Acquisition Management, Air Force Institute of Technology.

Permanent Address: 5512 Fishburg Rd
Huber Heights, OH 45424

REPORT DOCUMENTATION PAGEForm Approved
OMB No. 0704-0188

Public reporting burden for this collection of information is estimated to average 1 hour per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to Washington Headquarters Services, Directorate for Information Operations and Reports, 1215 Jefferson Davis Highway, Suite 1204, Arlington, VA 22202-4302, and to the Office of Management and Budget, Paperwork Reduction Project (0704-0188), Washington, DC 20503.

1. AGENCY USE ONLY (Leave blank)		2. REPORT DATE September 1993	3. REPORT TYPE AND DATES COVERED Masters Thesis
4. TITLE AND SUBTITLE ASSESSMENT OF THE EFFECTIVENESS OF THE UNITED STATES AIR FORCE AND SELECTED UNIT VISION STATEMENTS			5. FUNDING NUMBERS NONE
6. AUTHOR(S) Joseph N. Gomes, Capt, USAF Quinn A. Gummel, 1LT, USAF			
7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES) Air Force Institute of Technology Wright-Patterson AFB, OH 45433-6583			8. PERFORMING ORGANIZATION REPORT NUMBER AFIT/GLM/LAC/93S-21
9. SPONSORING / MONITORING AGENCY NAME(S) AND ADDRESS(ES) NONE			10. SPONSORING / MONITORING AGENCY REPORT NUMBER NONE
11. SUPPLEMENTARY NOTES			
12a. DISTRIBUTION / AVAILABILITY STATEMENT Approved for public release; distribution unlimited			12b. DISTRIBUTION CODE
13. ABSTRACT (Maximum 200 words) This study assessed the Air Force and subordinate unit vision statements to determine how effectively current Air Force efforts provide vision for Air Force personnel. There were two main parts to the research: a literature review, and a field study of various Air Force units to assess the effectiveness of the Air Force visioning process. A review of the literature revealed the definition, and role, of vision statements, and identified five essential elements for effective vision statements. The elements of effective vision statements were found to be: a clear image of a future end state; a realistic and attainable goal; a sense of ownership; excitement; and, an external focus. Several Air Force organizations were surveyed to assess current Air Force visioning efforts. The survey revealed that Air Force personnel perceive the Air Force vision statement to be moderately important, and somewhat effective. Continuing the visioning process at lower levels was perceived to be important. An evaluation of the one MAJCOM and four unit statements revealed current visioning efforts to be marginally effective.			
14. SUBJECT TERMS Motivation Morale Organization Theory Personnel Management			15. NUMBER OF PAGES 240
			16. PRICE CODE
17. SECURITY CLASSIFICATION OF REPORT Unclassified	18. SECURITY CLASSIFICATION OF THIS PAGE Unclassified	19. SECURITY CLASSIFICATION OF ABSTRACT Unclassified	20. LIMITATION OF ABSTRACT UL

AFIT RESEARCH ASSESSMENT

The purpose of this questionnaire is to determine the potential for current and future applications of AFIT thesis research. Please return completed questionnaires to: DEPARTMENT OF THE AIR FORCE, AIR FORCE INSTITUTE OF TECHNOLOGY/LAC, 2950 P STREET, WRIGHT PATTERSON AFB OH 45433-7765

1. Did this research contribute to a current research project?

a. Yes

b. No

2. Do you believe this research topic is significant enough that it would have been researched (or contracted) by your organization or another agency if AFIT had not researched it?

a. Yes

b. No

3. The benefits of AFIT research can often be expressed by the equivalent value that your agency received by virtue of AFIT performing the research. Please estimate what this research would have cost in terms of manpower and/or dollars if it had been accomplished under contract or if it had been done in-house.

Man Years _____ \$ _____

4. Often it is not possible to attach equivalent dollar values to research, although the results of the research may, in fact, be important. Whether or not you were able to establish an equivalent value for this research (3, above) what is your estimate of its significance?

a. Highly
Significant

b. Significant

c. Slightly
Significant

d. Of No
Significance

5. Comments

Name and Grade

Organization

Position or Title

Address