



# Art of the Possible

## Newsletter

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AIR FORCE  
SUSTAINMENT CENTER

The AoP Newsletter is a monthly bulletin to communicate the latest enterprise AoP activities to the AFSC workforce. More detailed information is available on the AFSC AoP SharePoint site at <https://cs4.eis.afmc.af.mil/sites/1508/AoP/default.aspx>. If you have a question or would like to submit content for a future AoP Newsletter, please contact the POCs listed below.

### *The Leadership Model*

The Leadership Model is the first of AoP's six core tenets. It provides enduring principles to equip everyone with a holistic approach to gaining effectiveness and efficiency. The model drives us to set, communicate, and meet common goals by developing people, improving our processes, and managing resources under the tenets of speed, quality, safety, and cost effectiveness. By embodying the traits of teamwork, accountability, respect, transparency, credibility, and engagement, we create an environment where we can achieve art of the possible results. We must embrace a culture of performance that encompasses the individual, the agency, and the enterprise.



**The AoP Journey --** The AoP journey is a trip we all take to learn and apply the tenets of AoP. AoP SMEs have identified phases on the AoP journey that are typically experienced by each person working to apply AoP to their critical processes. The journey can be thought of as a trip to participate in a sporting event. We start in the parking lot outside of the arena. Whether we have come willingly or have been made to come, we typically start here. This is the **parking lot of ignorance**. Ignorance is not defined as stupidity, but rather lack of knowledge. It is simply a state of not knowing. When in the parking lot, you may think you know what AoP is but you do not, or you may know that you do not know and are eager to learn. If you believe AoP is CPI, or that AoP is a single or a set of events to be completed, you are in the parking lot of ignorance. The way out of this phase is to learn more about AoP. The next step in the journey is encountering and passing through the **door of resistance**. This step in the journey is often the most difficult. As we learn that AoP is an enduring change to how we manage our processes, many of us resist its implementation. Many times, people rationalize that their processes are different and AoP does not apply to them or they believe they are simply too busy to implement AoP. They may dig in their heels and hope AoP will pass like things of the past. If you believe your processes are different and AoP will not work for you, you are at the door of resistance. The way through the door is to honestly re-examine your processes with an open mind and to be open to learning how AoP is being applied to similar processes. The third step in the journey occurs when people earnestly work to apply AoP to their processes. This phase is known as the hall of struggle. The most tangible learning occurs in this phase as AoP tenets are practically applied to our own processes. If you are applying AoP tenets by trial and error and learning new things about your process's performance and constraints, you are in the **hall of struggle**. The best way to work through your struggle is to frequently engage your AoP SME and to reach out to others who have been through the struggle. The final phase in the journey is the arena of performance. In the arena, we have successfully applied the AoP tenets to our processes. If you now think differently about how you manage your processes and use data to identify and resolve constraints, you are in the arena of performance. Welcome to AoP!

### NEWSLETTER POCs

Primary: Ms. Michelle Jackson,  
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### Upcoming Events:

#### Senior Leader Course

14-16 Aug 17, Tinker, AFB

#### Advanced Level Workshop

7-8 Nov 17, Robins, AFB

### AoP FAQs & Common Misperceptions:

How do I know AoP is making a difference in my organization? Implementing AoP will increase throughput, speed, quality, and cost effectiveness. The most immediate benefits you will realize is it provides a better understanding of your processes. You will learn, through the use of data, how your processes are really performing and where your constraints are. While AFSC is a vast organization that provides many products and services, AoP is our single standard management system. The center, and individual employees, benefit by having a single management system. It provides a common language for understanding and improving process performance. We will all manage the same way. This is the real power of AoP

### **AoP SharePoint URL**

<https://cs4.eis.afmc.af.mil/sites/1508/AoP/default.aspx>