



## THINKING TO WIN

Get involved and  
be part of the change





## Get involved and be part of our future

We live in a world where rapid changes in society, technology and our future operating environment demand an innovative response at the operational and the strategic levels.

Our ambition is to apply Air Power more effectively today, and more imaginatively tomorrow.

Thinking to Win impacts directly on our national interests, transforming the Whole Force, and making it fighting fit for the next century.

We will create and embrace inspirational ideas, make better choices, and recognise the value of diversity of thought.

The talent of our personnel, and our high-tech equipment will be matched by the prominence of our thinking, leadership skills and decision-making.



## What is T2W?

Sponsored by the Air Force Board Standing Committee with the Chief of the Air Staff leading the programme personally, Thinking to Win represents the re-ignition of our innovation culture for the Whole Force.

T2W's key goal is to 'apply Air Power more effectively today and more imaginatively tomorrow' by clarifying our focus, inspiring innovation, and advocating the influence of Air Power.

We will create a culture of innovation within the Whole Force, applaud the thinking power and opinions from all individuals. We must listen to and debate the issues of Air Power and ensure that our leaders are well trained to sustain and develop innovation within the Whole Force.



## What is our Conceptual Component?

The Physical Component (our people, machines and infrastructure) and our Moral Component (the courage and will to fight) go hand in hand with our Conceptual Component.

But our *Conceptual Component*, (in particular innovation) is not as strong as it needs to be. We lack an innovation culture; we don't capitalise on training and education as well as we could; sometimes our structures and processes can stymie rather than promote innovation; we don't have a clear goal that everyone understands, and help achieve; and we don't champion Air Power as effectively as we must.

At the tactical level the Conceptual Component is strongest, although mostly reactive. At the operational and strategic levels, the Conceptual Component must be much stronger . . . able to support, inform and make compelling cases for either our business needs or on operations. This affects us all - regular, reserve, contractor and civil servants.

Without a functioning Conceptual Component at the heart of what we do, we will lack the ability to promote the collective capability of Air Power. For this is what protects our country and its national interests worldwide.

We need to roll our sleeves up and be part of the change by embracing challenge, rewarding innovators, and trumpeting new ideas. Only then can we confront and overcome the challenges ahead.

If we don't, our effectiveness and relevance will only diminish. Our Conceptual Component must be refreshed.



## Eight Initiatives

There are eight initiatives at the core of T2W, all of which will drive the Whole Force to a stronger and better place – a place where everyone feels included, where different ideas are pursued and challenges welcomed. T2W aims to have measures in place to address each of these initiatives by April 2018, the RAF's centenary, while laying a solid foundation for the next 100 years.



### **A common vision**

We will share a common vision, respectful of where we've come from, while understanding where we're going, and why.



### **Training to win**

We will make the organisation mentally fighting fit through effective training and development at our operational and strategic levels.



### **Driving innovation and change**

Inspirational leadership includes being open-minded and receptive to new ideas while embracing our future with energy and enthusiasm.



### **Supporting ideas**

Through new structures and processes, our culture will make it easier to innovate.



### **Recognising our talent**

Our talent management system will recognise behaviours that encourage an innovation culture.



### **Develop diverse thinking**

We will encourage new voices and support those amongst us who challenge convention and generate a fresh perspective.



### **New ways of applying Air Power**

We will discuss and develop new ways of thinking about the application of Air Power, and share new ideas quickly.



### **Promoting Air Power**

We will be proud champions of Air Power and its contribution towards our national security, freedoms and prosperity.



## Mentally fit for the next century

T2W is all about transforming the Whole Force, to make it fighting fit for the next century. When we have transformed, we will have an effective Conceptual Component, next to the Physical and Moral Components of our fighting power. This is the winning combination.

In the future . . .

We will come up with better ideas, in time to make better choices.

We will feel included and become one voice no matter how different we are.

We will seek out different ideas and different ways of thinking.

We will be pleased when our ideas are challenged and we will embrace the challengers.

We will be outward looking, creative, inspirational, motivational and thoughtful.



## So What?

Take the time to think about how to go about something. It's OK to make mistakes - that's part of learning lessons. Prioritise the important work over the 'urgent' emails and phone calls; if the urgent stuff had been important it would have been done earlier. Start talking to each other more in person; then we'll better appreciate the different things we all offer.

Be open-minded and receptive. Make room for imagination, creativity and innovation. Promote diverse thinking and encourage innovation from others. A good challenge should be met with a good response. Good leadership can also be inspired by good ideas.

We *can* be a Whole Force, able to match the global pace of change without losing sight of where we have come from, and where we are going.

*Be part of the transformation.*

*Build the future.*

*Think to Win!*



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