

Speed and Agility

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Purpose / Outline

How Defense Acquisition Can Enable Innovation and Rapid Technology Insertion

- Strategic Imperative
- Challenges
- Five Enablers



DoD Challenges and Vision

Current State



- **Bureaucracy**
- **Heavily Regulated**
- **Slow**
- **Technology Parity?**

Desired State



- **Agile**
- **Innovative**
- **Rapid**
- **Technology Superiority**

Strategic Imperative



Congress FY16 NDAA

- Rapid innovation, acquisition
- Rapid prototyping and fielding

SECDEF



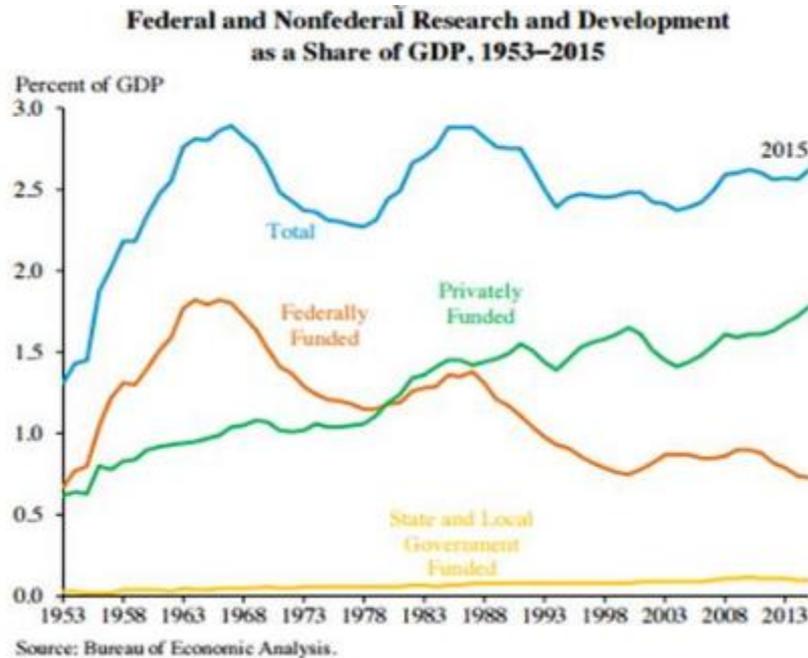
BBP 3.0

- Partner with innovative tech industry
- Rapid fielding, not 10-15 years

- Innovation and Technical Excellence
- More Productivity, Less Bureaucracy

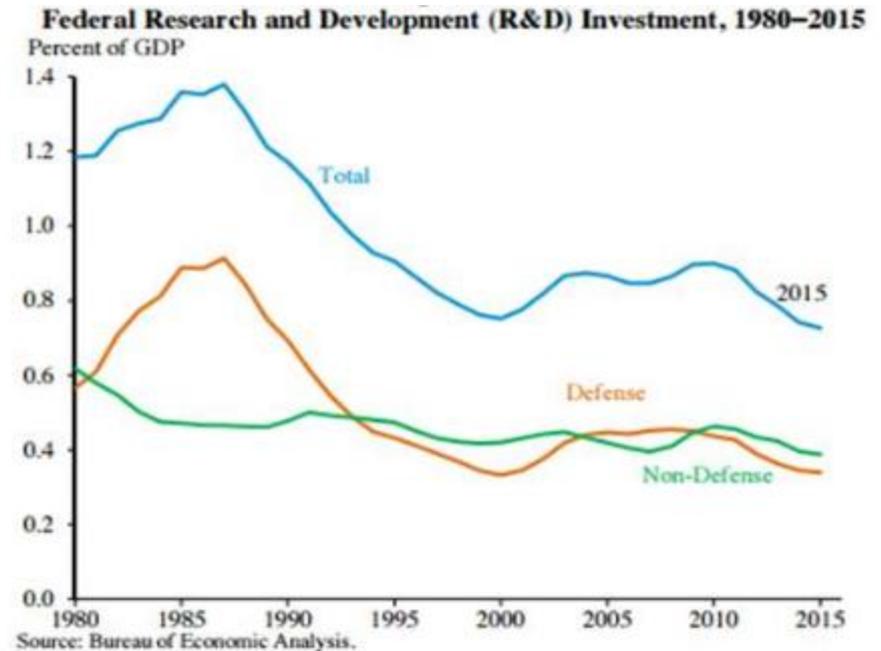
DoD Is No Longer the Global R&D Leader

Federal vs Private R&D



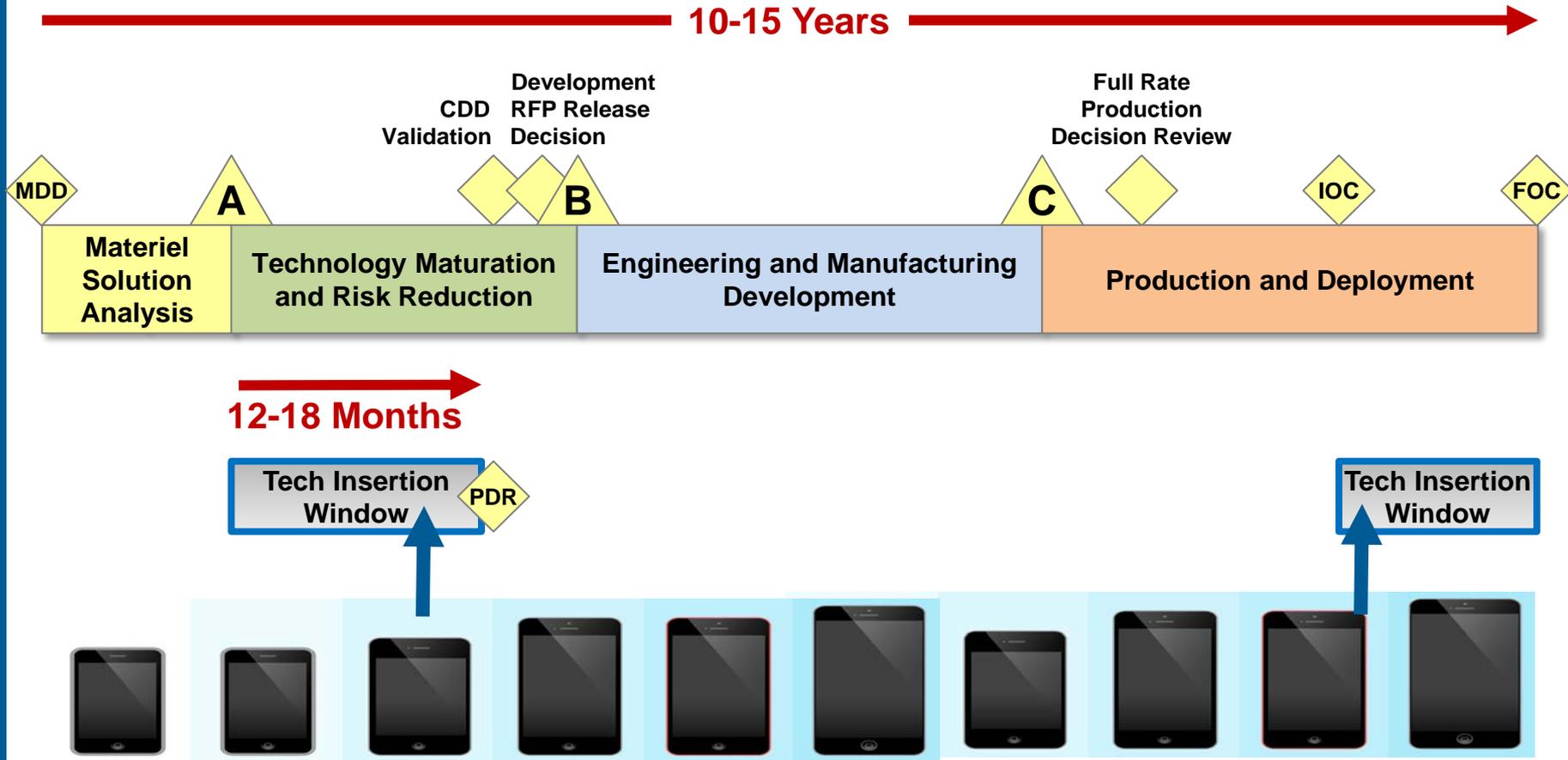
Industry Drives R&D

Defense vs Non-Defense R&D



Defense R&D Declining

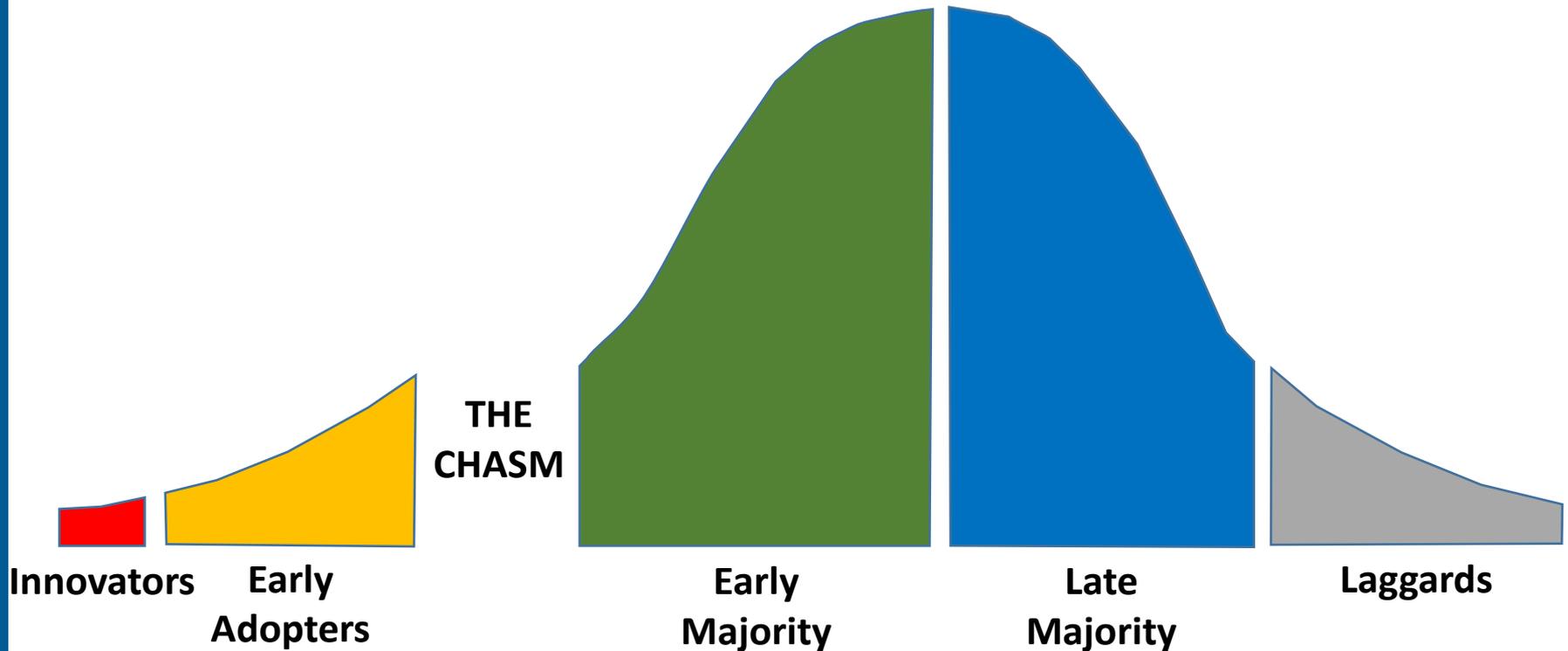
Technology Insertion Window



Small Window to Insert Technology Across Long Program Life

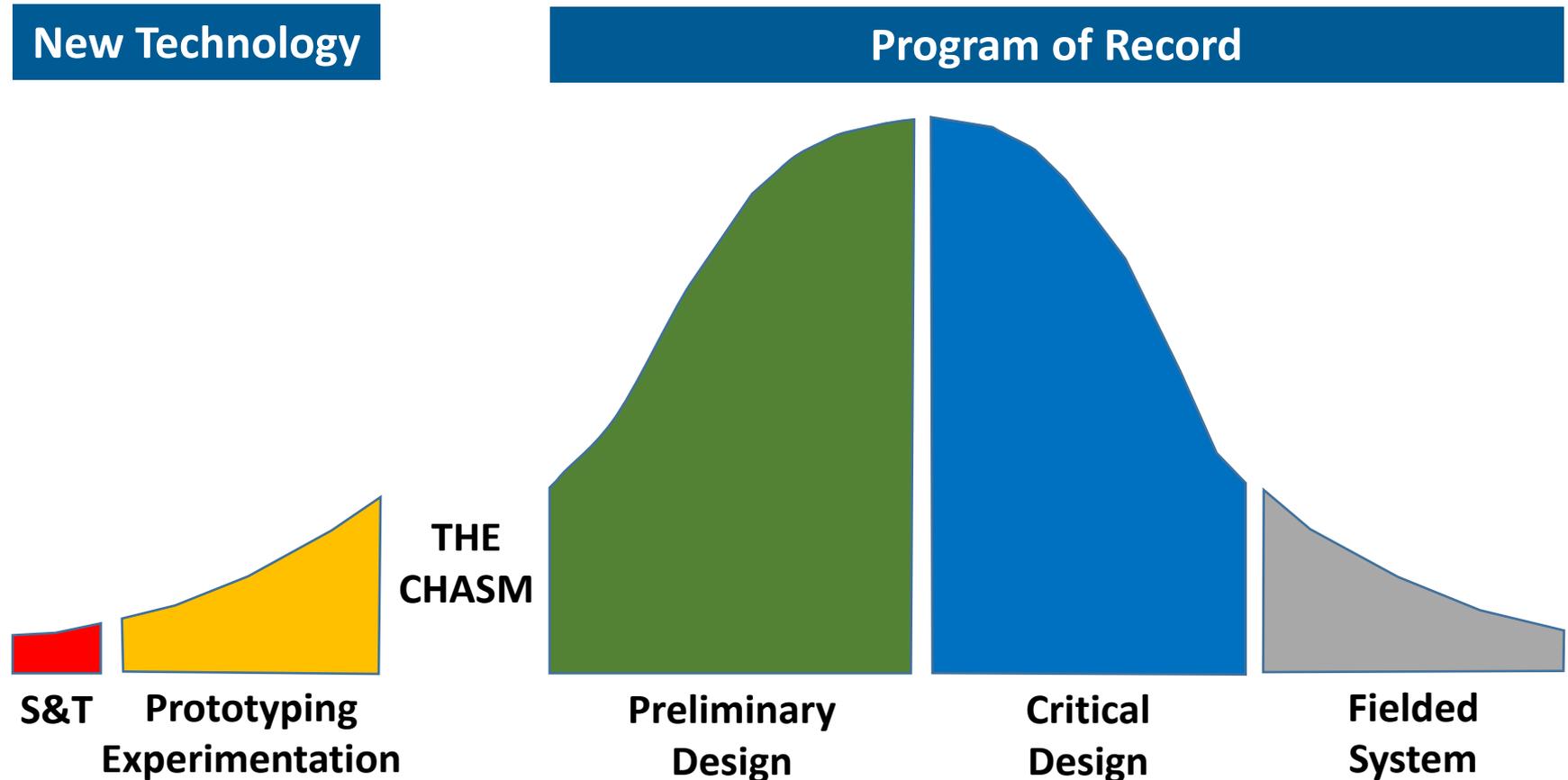
Crossing the Chasm

Geoffrey A. Moore



Technology Marketing – Bringing Products to the Mainstream

DoD's Technology Adoption Chasm



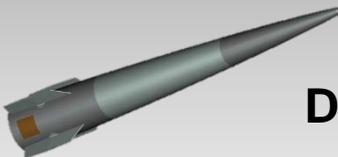
Very Difficult for DoD Acquisitions to Leverage New Technologies

How DoD Can Cross the Chasm



Rapid Acquisition Organizations

OSD



Strategic Capabilities Office
Defense Innovation Advisory Board
DASD/EC&P Rapid Reaction Technology Office
Digital Defense Office



Air Force

Rapid Capabilities Office



Big Safari

Navy

CNO Rapid Innovation Cell

Maritime Accelerated Capabilities Office

Army

Rapid Equipping Force

Network Integration Evaluations

Agencies

USSOCOM
SOFTWERX

DARPA

JIDA

JICSpOC

Rapidly Acquire Priority, Game-Changing Capabilities

Leadership and Culture

Leadership



- Bold vision, concrete goals
- Incentivize speed
- Flat structure, ↓ decisions
- Professionals who partner
- Right leaders for the phase

Culture



- Small, empowered teams
- Competition & collaboration
- Shared norms for success
- Invest in people
- Radically simple processes

Replicate elements of high-performing organizations

Program Structure

Portfolio

- Budget
- Requirements
- Contracts
- Program Docs

Minimum Viable Product (MVP)

- Deliver capability to users **QUICKLY**
- Accelerate learning
- Iterate based on user feedback

Own The Tech Baseline

- Enable Open Sys Architecture
- Understand tradespace, risks
- Drive competition, innovation

Agile

- Small, frequent releases
- Review working software
- Responsive to changes
- Active user involvement

Build Platforms, Not Programs

Partnership with Industry

Shape Personnel Reforms



Defense Innovation Advisory Board



Communicate with Startups



Understand Tech Landscape



**Identify State-of-the-Art Commercial Technologies
Incentivize Technology Innovators To Tackle DOD Challenges**

Delivery Focus

“I created the SCO for rapidity of fielding, not 10- and 15-year programs. Getting stuff in the field quickly”
-Secretary Carter



- Acquisition Executives should publish list of IOC dates for all major systems
- PMOs should post IOC date prominently around office as constant reminder
- Bring Warfighters into PMO to establish personal connections to drive purpose

Incentivize Delivery Schedule Comparable To Cost Control

Recommendations

Innovation Ecosystem



- Assemble leading technologists, acquirers, users
- Provide them an environment to model, demo, test

Bust Bureaucracy



- ID clear goals
- Empower staff to explore, take risks
- Teams to ID and destroy barriers

Structure for Speed



- Portfolios address schedule drivers
- MVP + incremental, Agile development
- Own Tech Baseline

Build on Initiatives to Enable a Rapid, Innovative Enterprise