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U.S. Air Force photo by R. Nial Bradshaw

# Resourcing Defense Innovation: The role of organizational values

Jonathan P. Wong, PhD

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# Research overview



## *PPBE is on everyone's mind*

*Contemporary proposals to reform the PPBE process largely focus on enabling easier adoption of commercial technologies*



## *What values are PPBE reform proposals emphasizing?*

*Lost in the debate are the values that PPBE emphasizes versus the ones highlighted by reform proposals*



## *A thematic analysis approach*

*To explore this topic, literature review and pile sorting methods we used to identify and group values and proposals.*

# Analysis indicates key values and reform proposals

## Values

Consistency  
Agility  
Coherence  
Transparency

## Reform proposals

- More efficient execution of existing PPBE process
- Broader or different units of analysis
- Integrated portfolios
- Removal of RDT&E from the FYDP
- More powerful reprogramming

# Consistency and agility are key tensions in most proposals

*Will proposals likely result in an increase or decrease of emphasis on policy values?*

	<b>Consistency</b>	<b>Agility</b>	<b>Coherence</b>	<b>Transparency</b>
More efficient execution of existing PPBE process	↔	↔	↑	↔
Broader or different units of analysis	↓	↑	↔	↓
Integrated portfolios	↓	↑	↑	↓
Removal of RDT&E from the FYDP	↓	↑	↔	↔
More powerful reprogramming	↓	↑	↓	↓

**Agility and consistency tension**  
means coherence, transparency will likely be key differentiation

**No clear choice among options**  
until prioritization of values is established

**Explicitly characterizing values**  
will be key to PPBE reform



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