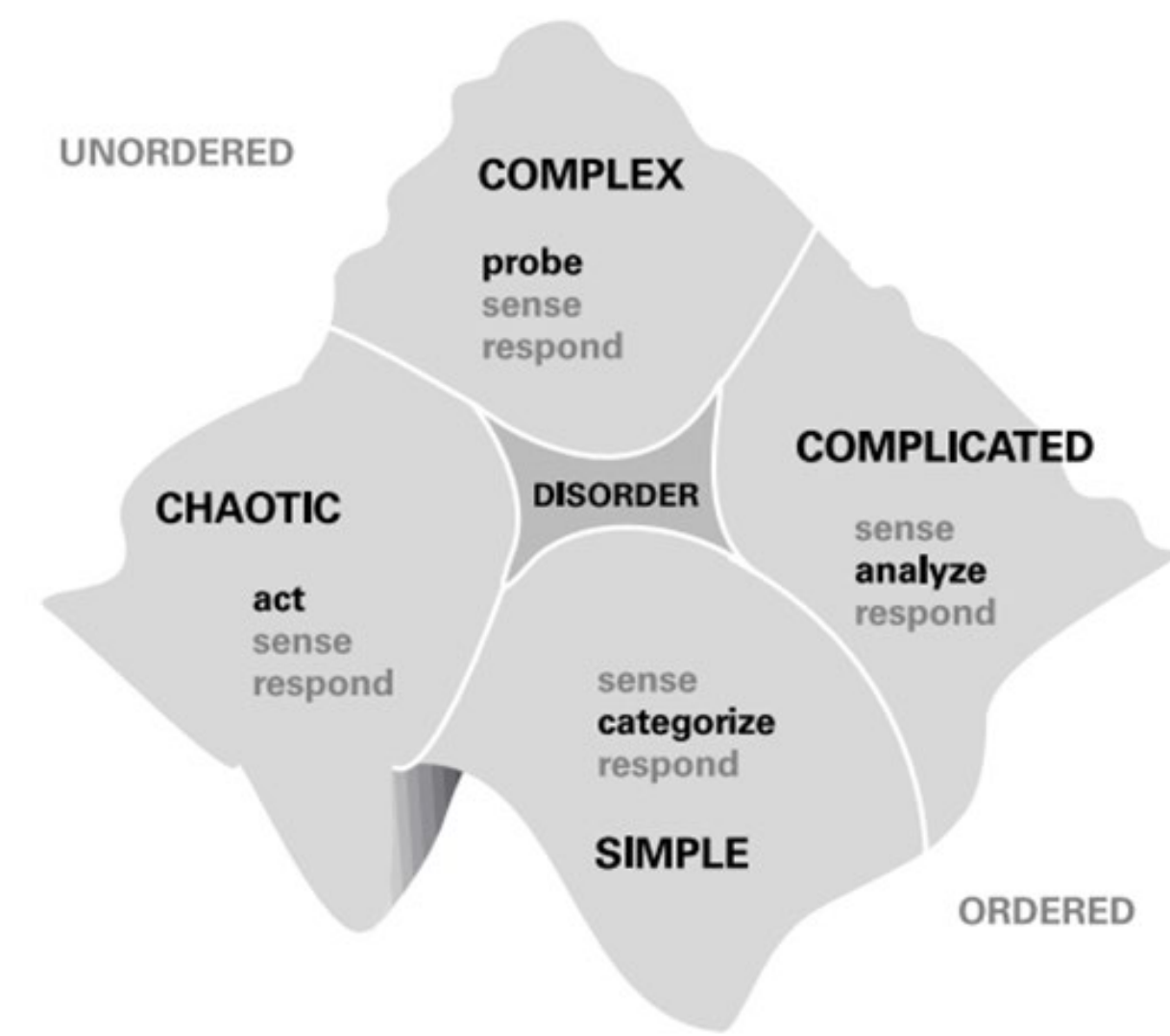


Analysis of Program Manager Decision Making in Complex and Chaotic Environments



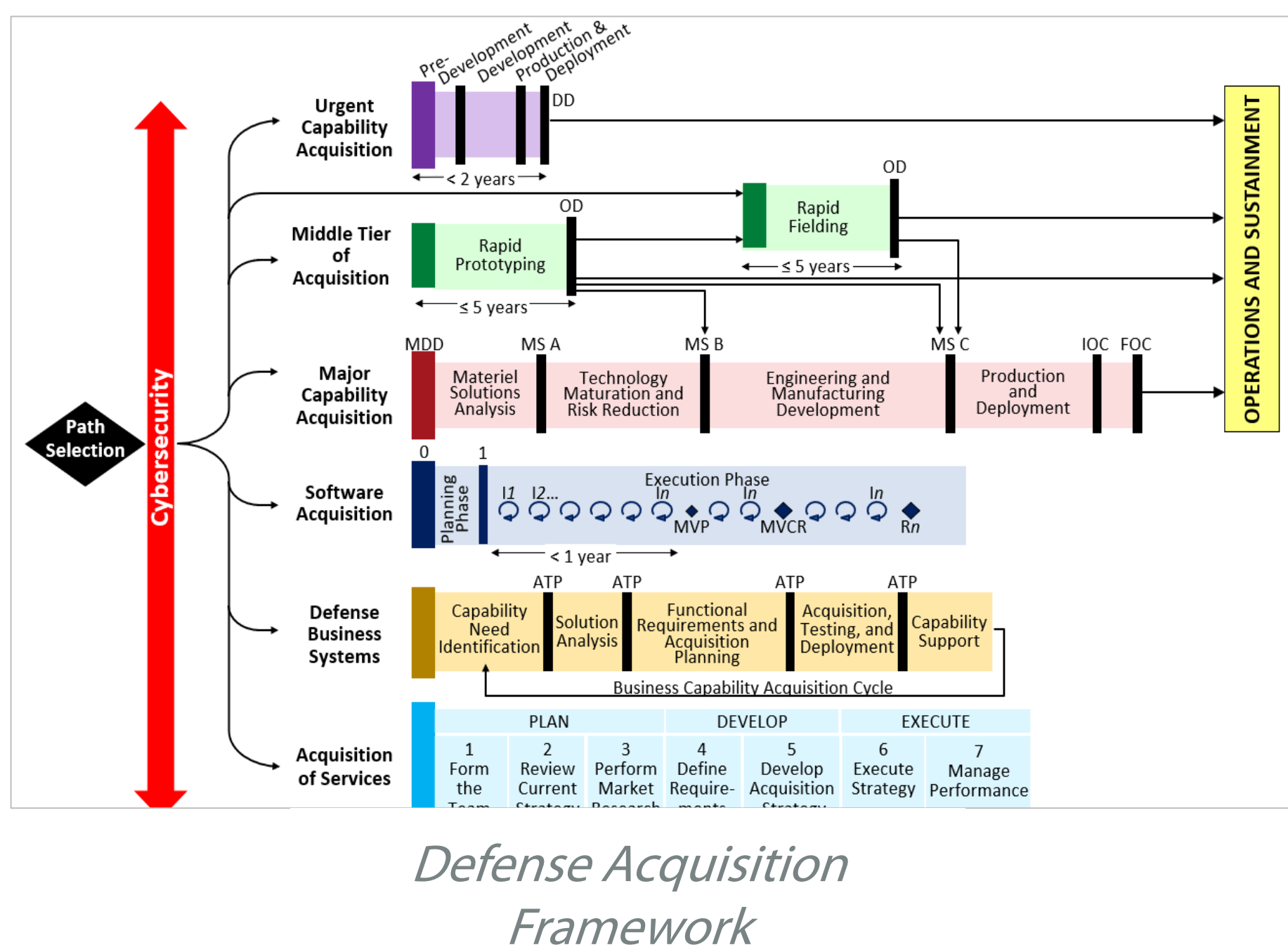
Abstract

- Our project focuses on the decision-making process of a program manager (PM). A defense program manager is routinely exposed to chaotic and complex environments that require skilled leadership and decision-making. Exploring the decision-making process in these environments may help current and future defense programs to better project the outcome of future decisions and help navigate programs successfully. This case study is used to explore these issues, creating a basis for further research in the decision-making field



A Leader's Framework for Decision Making
Snowden & Boone (2007)

Source:



Defense Acquisition Framework

Methods

- Process approach. We gathered and interpreted data according to the group of researchers
- Theoretical Sampling. This refers to continuously gathering data and grouping the data into related categories. The purpose is to pull the most significant data from the subject studied to create a hypothesis
- Constant Comparative. The process of comparing the data to one another and identifying a pattern. The pattern emphasized commonalities to lead towards a conclusion

Results & Their Impact

- Identified 5 decision-making pitfalls in PMs; *overly optimistic, risk aversion, stovepipe design, strategic networking in acquisitions environment, and communication skills*
- Building competency in these decision-making categories will allow PMs to optimize their program performance

Program	Overly Optimistic	Risk Aversion	Stovepipe Design	Strategic Networking in the Acquisitions Environment	Communication Skills
LCS	X			X	X
CG(X)	X*		X*	X*	
EFV	X	X		X	X
FCS	X		X		X
JTRS	X	X			X
ABL	X		X		X
F-35	X			X	X
KEI	X		X		X
TSAT			X	X	X
NPOESS		X		X	X
Commanche	X		X	X	
Deepwater	X	X			X
Edsel	X	X	X		X
Airbus A380		X	X	X	
Knight Capital	X		X		X
XM 2001 Crusader			X	X	X
Javelin	X	X*			X*

PM Decision-making Categories

Recommendations

- Develop workshops to improve the identified skills in current and future PMs
- Have PMs identify strengths and weaknesses pertaining to their leadership and decision-making styles in relation to the categories
- Identify successful programs and utilize a questionnaire that has subordinates rank the PM based on the categories

