



DEFENSE BUSINESS BOARD

For the Secretary of Defense

Fostering an Innovative Culture through Corporate Engagement and Partnership

DBB FY15-02

**Assessing the feasibility and impacts
to increase DoD's communication
with, knowledge of, and access to
innovating companies and
entrepreneurs**



PREFACE

This study, *Fostering an Innovative Culture through Corporate Engagement and Partnership*, is a product of the Defense Business Board (DBB). Recommendations by the DBB contained within are offered as advice to the Department of Defense (DoD) and do not represent DoD policy.

The DBB was established by the Secretary of Defense in 2002, as authorized by the Federal Advisory Committee Act of 1972 (5 U.S.C., Appendix, as amended), and governed by the Government in the Sunshine Act of 1976 (5 U.S.C. § 552b, as amended), 41 CFR 102-3.140, and other appropriate federal and DoD regulations. The DBB provides the Secretary and Deputy Secretary of Defense with independent advice and recommendations on how “best business practices” from the private sector’s corporate management perspective might be applied to overall management of DoD. The DBB’s members, appointed by the Secretary of Defense, are senior corporate leaders and managers with demonstrated executive-level management and governance expertise. They possess a proven record of sound judgment in leading or governing large, complex organizations and are experienced in creating reliable and actionable solutions to complex management issues guided by proven best business practices. All DBB members volunteer their time to this mission.

Fostering an Innovative Culture Through Corporate Engagement and Partnership

TASK

In June of 2015, the Deputy Secretary of Defense directed the DBB to form a task group to examine and provide recommendations on how the Department could rapidly implement a framework of formal engagement with globally innovative business leaders in order to obtain external insight and initiate key partnerships to materially improve the pace of innovation in the Department. The Terms of Reference guiding this effort can be found at **Tab A**.

As the pace of global change continues to accelerate, the DoD needs to pursue innovative ways to sustain and advance military superiority and improve business operations. The Task Group was asked to consider actions which could be quickly implemented to increase DoD's communication with, knowledge of, and access to innovating companies and entrepreneurs in order to accelerate innovation within the Department.

The Honorable Dov Zakheim served as task group chair. Other task group members include Nancy Killefer and Jack Zoeller. Captain Shelby Mounts, U.S. Navy, and Major Lucas Buckley, U.S. Air Force, served as the task group's DBB staff representatives.

PROCESS

The task group interviewed numerous senior executives and various subject matter experts within the DoD, other government agencies, and the private sector to better understand the prevailing theories and on-going efforts surrounding innovation.

The task group compiled and compared leadership development best practices from government and the private sector; reviewed applicable laws, regulations and policies; reviewed DoD strategic documents, reports and available data; as well as audits and studies from think tanks, businesses, and government agencies.

The task group's draft findings and recommendations were presented to the full DBB membership for deliberation and vote at a public meeting on July 23, 2015 wherein the DBB voted to approve all recommendations offered. See **Tab B** for the briefing presented to and approved by the DBB.

BACKGROUND

Responding to the Secretary of Defense's Call for Institutional Change

The Department of Defense is facing a rapidly proliferating and diversifying portfolio of security threats coupled with an erosion of its technological superiority at a time of significantly reduced resources due to fiscal constraints. These pressures demand a cultural adaptation which values and rewards sound, innovative thought, facilitated by partnering with experts, outside the traditional ecosystem, in order to improve the speed of problem solving and enhancing the capabilities of the Department.

One way the DoD is presently expanding its innovative capital is through academic and corporate fellowship programs. There are three DoD programs that could benchmark current innovation integration efforts and provide useful data points for further growth and analysis. Specifically, this task group examined the Navy's Leading Innovation Course (formerly the Revolution in Business Affairs Program) as a baseline of lessons learned; looked at ways to enhance and broaden the Secretary of Defense Corporate Fellowship Program; and analyzed the merits of acquiring senior "external fellows" to serve within the DoD's institutional and operational elements to better leverage their expertise and create enhanced bi-directional learning and exchange.

APPROACH

To fully explore the advantages and disadvantages of the current policies, the Task Group worked towards understanding the existing DoD structure, and how it evolved to-date; understanding private sector best-practices/schools of thought relating to organizational management and business transformation; analyzed the applicability of private sector best-practices/schools of thought to the current DoD model; and formulated specific findings and recommendations.

OBSERVATIONS

Overall, the task group found forward-thinking people committed to driving results and improvements in DoD management. However, accelerating innovation will require re-thinking leadership development practices. The task group noted that substantial time and resources are currently devoted to learning programs that develop senior leadership expertise in strategy and operational warfighting skills (Pinnacle and Capstone Courses), but not for innovation.

The task force made the following observations regarding current programs:

1. The Leading Innovation Course

- A. Conducted by the Naval Post-Graduate School, this two week course is conducted away from normal duties and engages participants with high-power thinkers, C-suite leaders, and other groups outside their normal association.
- B. Intended for Navy flag officers at the 1- or 2-star level, Marine senior leaders, and SES personnel, it is designed to teach and foster innovative thinking, participants report lasting positive impact in future roles.
- C. Small but diverse class of participants facilitates breaking down conventional stovepipes.
- D. No mandatory attendance required and not made available across the DoD.
- E. Requires a highly-capable and skilled facilitator that challenges participants thinking and provides “safe zones” for “stretch conversation.”

2. Secretary of Defense Corporate Fellows Program

- A. Established in 1994 as a long-term investment in transformation, the program currently selects 8-16 officers annually for a one year immersion in select organizations known for long-range planning, innovation, and implementation of new technologies.
- B. Program produces individuals that:
 - i. Think critically from diverse perspectives.

- ii. Communicate, listen, and question differently, including with different groups.
- iii. Seek to collaborate and innovate solutions to hard problems.

C. DoD Instruction 1322.23 requires the secretaries of the military departments recommend and nominate to the Secretary of Defense a minimum of two active duty military members from each of the Military Services within their respective Military Departments and additional Reserve or Guard officers as desired, in grades O-5 or O-6. It was observed that participation has been most prominent among functional Reserve, and Guard officers, not operational or line officers. Government civilians are not authorized to attend.

D. Graduated Fellows have become a cadre of future leaders trained at external organizations and skilled in conducting internal reviews.

E. Program can foster long-term retention and commitment from individuals due to their exposure to top leaders and a robust network of strategic thinkers.

F. Functional area specialists gain in-depth understanding of leading-edge practices in acquisition, communications, financial management, human resources, logistics and supply.

G. Current program suffers from both a lack of formalized mentoring and a focused, follow-on assignment that leverages on the experience gained.

H. Program could be expanded to provide a cadre of trained, trusted, cross-organization agents of change available to provide internal consultancy.

3. External Fellows.

A. Business leaders have expressed interest in partnering with the Department including external fellowship programs.

B. There are some existing authorities and opportunities throughout government to facilitate this, such as the Information Technology Exchange Program (ITEP) within the DoD Chief Information Office and the Presidential Innovation Fellows programs.

- C. Hand-picked senior outside experts could facilitate the exchange of best practices and challenge conventional thinking.

RECOMMENDATIONS

The DBB offers for consideration the following recommendations which, if implemented could increase DoD's communication with, knowledge of, and access to innovating companies and entrepreneurs.

1. Leading Innovation Program

- A. Expand the Leading Innovation Program as a signature part of the Defense Innovation Initiative and provide it across the Department.
- B. Require all 1-star through 3-star flag officers and Senior Executive Service (SES) equivalents to attend a Leading Innovation Program.
- C. Develop additional venues similar to the Naval Post Graduate School, that offer courses away from military concentrated areas and taps into a wider cross-section of innovative organizations and thinkers.
- D. Select a highly capable, dual-role leader and facilitator for each location and delegate control of program design to them.
- E. Assign the Vice Chairman of the Joint Chiefs of Staff and the Service Vice Chiefs the responsibility to select officers and monitor assignment. Selection and timing of participants should be led by the Vice Chairman of the Joint Chiefs of Staff or by vice chiefs of the Services designated to monitor senior officer assignments.
- F. Assign the Under Secretary of Defense for Personnel and Readiness (USD(P&R)) the responsibility to select and monitor assignments for SES participants for those assigned to the Office of the Secretary of Defense, the Defense Activities and Agencies, and for those filling Service assignments.
- G. Appoint a Chief Learning Officer to provide overall coordination and to ensure the programs are properly staffed and resourced.

2. Secretary of Defense Corporate Fellows Program (SDCFP)

- A. Re-brand the SDCFP as the Secretary of Defense Fellowship (SDF) with personal sponsorship akin to that provided to Presidential Innovation Fellows. Reinvigorate the relationship with the Secretary of Defense, but assign oversight of program to the USD(P&R).
- B. Redefine the goals of the program to:
 - i. Expand the SDF to include government civilians of equivalent career potential.
 - ii. Implement a “Fellow for Life” program, including a structured mentoring program to create a network of virtual consultants and trusted advisors (provides quick reach to experts with common experience and language, but diverse perspectives).
 - iii. Promote utilization by requiring an external tour to compete for General/Flag officer or SES selection (legislative and service fellowships, training with industry, etc.).
- C. Assign USD(P&R) responsibility for:
 - i. Establish a small but capable team to strategically lead and manage the SDF program and expand the scope to include a wide portfolio of key partners while detailing Fellows to partnership building assignments at target companies and organizations.
 - ii. Develop SDF promotion guidance supporting external engagement tours like the Fellowship and collaborate with the Joint Staff to identify high-impact billets for Fellowship graduates.
- D. Direct the Joint Staff to identify and code high-impact billets for SDF graduates.
- E. Institute a cross-organizational network program to connect external engagement efforts with senior leader advisory groups including Combatant Commanders and Service Chief’s Advisory Groups, Defense Innovation Unit Experimental, the Office of Net Assessment, the Strategic Studies Groups, and Service Fellowships.
- F. Connect SDF Fellows with existing innovation, technology, academic, and business centers of excellence around the country.

3. External Fellows Program

- A. Expand ITEP to bring senior experts into the Department for a “reverse Fellowship.”
- B. Include external Fellows under re-branded SDF to significantly expand the partnering power of the program.
- C. Deliberately distribute fellows across DoD’s many institutional and operational elements to serve as advisors and consultants.
 - i. Assign traditional industrial base partners to warfighting commands; exposure to operational priorities, challenges, and leaders.
 - ii. Assign non-traditional partners to institutional staffs and Defense Agencies to expose them to business processes, challenges, and leaders.

4. Other Opportunities Requiring Further Examination.

- A. Consider developing a hybrid program that combines the Eisenhower School Joint education with a top-quality Executive MBA and the Secretary of Defense Fellows experience in one assignment.
 - i. Could achieve scale with multiple cohorts while capturing more value through small group interactions.
 - ii. Articulate potential for a small extension of the existing education timeline to achieve valuable increase in individual development.
- B. Study and recommend best practices to remove barriers to innovation and partnering in traditional Defense industrial base firms.
- C. Study and recommend best practices to establish virtual consultancies in the Department that engage and leverage internal talent.

CONCLUSION

The Department has not fully utilized, nor significantly exploited, its existing fellowship programs. It is believed that the Department would realize significant benefits from an expansion of those programs, to foster even further opportunities for leader development. The recommendations offered within this study should provide the Department some near-term actions that could rapidly work to accelerate the necessary culture change required in DoD to achieve

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sustained innovation within the Department. For a modest near-term effort, and relatively small investment, the Department could achieve significant improvements in how it addresses the challenges of the future. However, it will require an “all in” commitment from senior leadership to be fully realized.

The board believes these recommendations represent a small but significant step toward cultural transformation in the Department of Defense. On behalf of the Chairman and the Defense Business Board this study is respectfully submitted,

A handwritten signature in blue ink, appearing to read "Dov S. Zakheim", followed by a horizontal line.

Dov S. Zakheim





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TAB A

TERMS OF REFERENCE





DEPUTY SECRETARY OF DEFENSE
1010 DEFENSE PENTAGON
WASHINGTON, DC 20301-1010

JUN 22 2015

MEMORANDUM FOR CHAIRMAN, DEFENSE BUSINESS BOARD

SUBJECT: Terms of Reference – Fostering an Innovative Culture through Corporate Engagement and Partnership

The Department of Defense is facing a rapidly proliferating and diversifying portfolio of security threats and an erosion of its technological superiority at a time of significantly reduced resources. These pressures demand a cultural adaptation which values and rewards sound, innovative thought, facilitated by partnering with experts outside our traditional ecosystem, in order to improve the speed of our problem solving ability and enhance capability implementation.

I am establishing a Task Group under the Defense Business Board (DBB) to study and provide recommendations on how the Department can rapidly implement a framework of formal engagement with globally innovative business leaders in order to drive outside perspective and initiate key partnerships to materially improve the pace of innovation into the Department.

Specifically, the Task Group will:

- Examine the Navy's late 1990's Revolution in Business Affairs Program as a baseline of lessons learned and develop recommendations on new ways to expose the Department's flag and SES leaders to areas of emerging technology and business thought leadership, and recommend the appropriate scale of the program.
- Examine the Secretary of Defense Corporate Fellowship Program (SDCFP) and provide recommendations on ways to enhance program selection, increase the breadth of external host organizations, extend the partnership reach and focus, better align the Fellows with emerging Force of the Future and Innovation outreach efforts, optimize utilization post-fellowship, and recommend the appropriate scale of the Program.
- Develop options for expanding the partnering power of SDCFP by increasing the permeability of DoD in bringing senior commercial "fellows" into the Department for senior level tours within the DoD's Institutional and Operational elements to leverage their expertise and create enhanced bi-directional learning and exchange (e.g., Department of the Treasury Hamilton Fellows) and recommend the appropriate scale of the program.

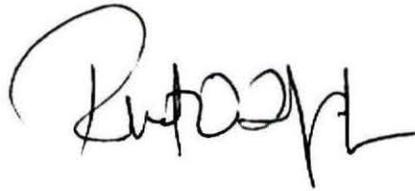
The DBB will provide its findings and recommendations to the Secretary of Defense or the Deputy Secretary of Defense, no later than July 23, 2015.

As a subcommittee of the DBB, and pursuant to the Federal Advisory Committee Act of 1972, the Government in the Sunshine Act of 1976, and other appropriate federal statutes and regulations, this Task Group shall not work independently of the DBB's charter and shall report its recommendations to the full DBB for public deliberation and approval. The Task Group does



OSD006980-15/CMD010176-15

not have the authority to make decisions on behalf of the DBB, nor can it report directly to any federal representative. The members of the Task Group and the DBB are subject to 18 US Code Section 208, which governs conflicts of interest.

A handwritten signature in black ink, appearing to read "Rutledge". The signature is written in a cursive style with a large initial "R" and a long horizontal stroke at the end.



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TAB B

PUBLIC MEETING BRIEFING

PROVIDED TO THE DEFENSE BUSINESS BOARD



DEFENSE BUSINESS BOARD



Fostering an Innovative Culture Through Corporate Engagement and Partnership

July 23, 2015

Agenda

- Bottom line up front
- Responding to the Defense Secretary's call for institutional change
- Observations & Recommendations
- Future Opportunities
- Conclusion
- Task Group Membership
 - Chair Dov Zakheim
 - Member Nancy Killefer
 - Member Jack Zoeller
 - Military Representative Captain Shelby Mounts, USN

Bottom Line Up Front

- Fast to launch with maximum impact inside and outside the Department
- Three existing programs offer tremendous opportunity to “jump start” culture change inside DoD
 - The Navy’s Leading Innovation program increases Flag officer and Senior Executive Service (SES) exposure to emerging private sector technology and business thought leadership
 - The Secretary of Defense Corporate Fellows Program enhances deep engagement with world class enterprises for Colonels/ Captains (O-6s)
 - Expanding the Information Technology Exchange Program into an in-bound Fellowship increases private sector understanding of the Department’s operations, people, and challenges
- These programs will significantly accelerate innovation in the Department.



Responding to the Secretary of Defense's Call for Institutional Change

- The pace of global change is accelerating. The Defense Innovation Initiative (DII)* calls for the Department to pursue innovative ways to sustain and advance our military superiority and improve business operations
- The Defense Business Board has been asked to consider actions which can be quickly implemented to increase DoD's communication with, knowledge of, and access to innovating companies and entrepreneurs**

"I believe that we in the Pentagon – to stay ahead – need to change and to change we need to be open."

Ashton Carter, Secretary of Defense April 2015

* Secretary of Defense memo on The Defense Innovation Initiative dated 15 Nov 2014

** Deputy Secretary of Defense memo Terms of Reference – Fostering an Innovative Culture through Corporate Engagement and Partnership dated 22 Jun 2015

Responding to the Defense Secretary's Call for Institutional Change (cont)

- Results will require different thinking at all levels in the Department
 - Top leadership is “all in”
 - Driving change into the supporting levels will be key
- We focused on
 - Senior management (1-3 star Flag officers and SES equivalents) to drive the change
 - Middle management (O-6s and equivalent private sector managers) to implement and sustain progress

Leading Innovation - Observations

- The Defense Innovation Initiative* calls for re-thinking leadership development practices with a goal to accelerate innovation
- The Department devotes substantial time and resources to learning programs to develop Flag officer strategy and operational warfighting skills, but not for innovation
 - Pinnacle (3-star Flag officers)
 - Capstone (1- star and 2-star Flag officers)
- Innovative executive training examples
 - Leading Change and Organizational Renewal, Harvard and Stanford collaboration**
 - Executive Development Course, General Electric Corporate University***
 - Leading Innovation course, Naval Post Graduate School****

* Secretary of Defense memo on the Defense Innovation Initiative dated 15 Nov 2014

** <http://www.gsb.stanford.edu/exed/lcor>

***<http://knowledge.wharton.upenn.edu/article/how-ge-builds-global-leaders-a-conversation-with-chief-learning-officer-susan-peters/>

**** http://www.navy.mil/submit/display.asp?story_id=74226



Leading Innovation – Observations (cont)

- The Leading Innovation course* and its predecessor, the Revolution in Business Practices course at the Naval Post-Graduate School
 - A single example of a successful program to teach and foster innovative thinking among senior military leaders
 - Participants engage with high powered thinkers, C-suite leaders, and other groups outside their normal association
 - A lasting, positive impact on participants' future roles, to include thinking outside the box and managing change
- BUT
 - Small attendance; not across DoD
 - Effect diminished over time
 - Not mandatory
 - Attendees rank has decreased to 1-star Flag officers and O-6s

* http://www.navy.mil/submit/display.asp?story_id=74226

Leading Innovation – Observations (cont)

Top lessons learned

- Requires a highly capable and independent facilitator
 - Challenges participants thinking
 - Provides “safe zones” for “stretch conversations”
- Conducting program away from normal duties and hierarchies of the participants increases openness to the learning objectives and fosters valuable informal networks
- Mandatory attendance enforced by Vice Chief of Naval Operations
- Diverse set of participants helps to break down stovepipes both during and after the course
- Two weeks is the optimal course length
- Learning depth significantly increases with follow-on interaction

Leading Innovation - Recommendations

- Broaden and establish the Leading Innovation program as a signature part of the Defense Innovation Initiative; scale across the Department
- Mandate and enforce for 1-star through 3-star Flag officers and SES equivalents
- Develop multiple venues in addition to the Naval Post Graduate School
 - Away from military concentration areas
 - Accommodate more participants
 - Tap into a wider cross-section of innovative organizations and thinkers
- Select a highly capable dual-role leader and facilitator for each location and delegate control of program design



Leading Innovation - Recommendations (cont)

- Selection and timing of Joint Flag participants should be led by the Vice Chairman of the Joint Chiefs of Staff; by Vice Chiefs of Services for Service Flag assignments
- Selection and timing of SES participants should be led by Under Secretary of Defense (Personnel and Readiness) for OSD, Joint and Agency assignments; by Service Under Secretaries for Service assignments
- Program staff and budget TBD
- Overall coordination would typically be performed by a Chief Learning Officer or equivalent in a large, innovative organization

Secretary of Defense Fellows - Observations

- The Secretary of Defense Corporate Fellows Program was established in 1994 as a long-term investment in transformation*
- Currently ranges from 8-16 officers annually
 - One year immersion in select organizations known for long-range planning, innovation, and implementation of new technologies
 - Credit given for senior service college, but no degree or Joint credit
 - Growth in participation has been among functional, Reserve, and Guard officers, not operational or line officers
 - Government civilians do not participate in the Fellowship
- Fellows become a cadre of future leaders trained at external organizations to drive internal reviews

*<http://dcmo.defense.gov/corporate-fellows-program/>

Secretary of Defense Fellows - Observations (cont)

- Fellowship can foster long-term retention and commitment from individuals
 - Exposure to top leaders and thinkers; robust network
 - Development of ability and willingness to
 - Think critically from diverse perspectives
 - Communicate, listen, and question differently, including with different groups
 - Seek to collaborate and innovate solutions to hard problems
 - Functional specialties gain in-depth understanding of leading-edge practices (Acquisition, Communications, Financial Management, Human Resources, Logistics/Supply)
 - Motivational tool and proving ground for the individual
 - Low cost to the Department
- Program suffers from lack of formalized mentoring

Secretary of Defense Fellows - Observations (cont)

- Fellowship offers organizational value if scaled up
 - Provide a cadre of trained, trusted, cross-organization agents of change; an internal consultancy
 - Benchmarking of organizational, innovation, and technology practices*
 - Top talent pool for future leaders
 - Enduring access to world class partners and thinkers
- Down payment toward cultural transformation

“The Department of Defense is facing ... pressures [that] demand a cultural adaptation which values and rewards sound, innovative thought, facilitated by partnering with experts outside our traditional ecosystem, in order to improve the speed of our problem solving ability and enhance capability implementation.”

Robert Work, Deputy Secretary of Defense June 2015

*<http://dcmo.defense.gov/corporate-fellows-program/>

Secretary of Defense Fellows - Recommendations

- Re-brand as Secretary of Defense Fellowship with personal sponsorship akin to Presidential Innovation Fellows
 - Re-invigorate relationship with Secretary of Defense
 - Implement “Fellow for life” program to create a network of virtual consultants and trusted advisors (quick reach to experts with common experience and language but diverse perspectives)
 - Expand Fellowship to include government civilians of equivalent career potential
 - Mandate external tour requirement to compete for Flag officer or SES selection (Legislative and Service Fellowships, Training With Industry, etc)
 - Assign oversight of Fellows program to Under Secretary of Defense (Personnel and Readiness)
- Implement a structured mentoring program for Fellows

Secretary of Defense Fellows – Recommendations (cont)

- Under Secretary of Defense (Personnel & Readiness) responsibility
 - Establish small but capable team to strategically lead and manage the program
 - Significantly expand scope to include wide portfolio of key partners
 - Detail Fellows to partnership building assignments at target companies and organizations
 - Develop promotion guidance supporting external engagement tours like the Fellowship
 - Coordinate with Joint Staff to identify high-impact billets for Fellowship graduates*
- Joint Staff responsibility
 - Require coding of high-impact billets for Fellowship graduates*

* Deputy Secretary of Defense memo on Utilization of the Secretary of Defense Corporate Fellows Program dated 11 April 2006

Secretary of Defense Fellows – Recommendations (cont)

- Institute a cross-organizational network program to connect external engagement efforts with senior leader advisory groups
 - Combatant Commander and Service Chiefs Advisory Groups
 - Defense Innovation Unit Experimental
 - Office of Net Assessment
 - Strategic Studies Groups
 - Service Fellowships
 - Quadrennial Defense Review (as applicable)
- Connect Fellows with existing innovation, technology, academic, and business centers of excellence around the country

External Fellows - Observations

- Business is interested in partnering across the Department
- There are existing authorities and efforts in government
 - Information Technology Exchange Program (ITEP) with DoD Chief Information Officer*
 - Presidential Innovation Fellows**
- Creating an in-bound Fellowship program
 - Innovative organizations and key partners
 - Hand-picked, O-6 equivalent senior experts
 - Exchange of ideas, best practices and challenges helps both sides

* Department of Defense Chief Information Officer memo on Information Technology Exchange Program dated 20 May 2014

** <https://www.whitehouse.gov/innovationfellows#>

External Fellows - Recommendations

- Expand on ITEP example to bring senior experts into the Department for a “reverse Fellowship”
- Include external Fellows under re-branded Secretary of Defense Fellows Program to significantly expand the partnering power of the program
- Distribute across DoD’s institutional and operational elements to serve as advisors and consultants
 - Assign traditional industrial base partners to warfighting commands; exposure to operational priorities, challenges, and leaders
 - Assign non-traditional partners to institutional Staffs and Agencies to expose them to business processes, challenges, and leaders

Examples of Synergy

- Combine re-branded Secretary of Defense Fellows and external Fellows under one program
- “Fellows for life”* mentor and engage with new cohorts to extend informal networks and enrich the experience for all
- “Communicate success” by implementing key communication themes to increase buy-in and impact on innovative culture

* <http://www.schweitzerfellowship.org/fellows-for-life/>

Future Opportunities

- Develop a hybrid program to
 - Combine Eisenhower School Joint education with a top-quality Executive MBA and the Secretary of Defense Fellows experience in one assignment
 - Achieve scale with multiple cohorts while capturing more value through small group interactions
 - Articulate potential for small extension of existing education timeline to achieve valuable increase in individual development
- Study and recommend best practices to remove barriers to innovation and partnering in traditional Defense industrial base firms
- Study and recommend best practices to establish virtual consultancies in the Department that engage and leverage internal talent

Conclusion

You have asked the Department to become more innovative, quickly. We have shown you some near-term options to accelerate the culture change required to achieve lasting change in the Department. For a modest near-term effort and relatively small investment you can adopt these recommendations and implement programs that punch well above their weight and endure well into the future.

These recommendations represent a small but significant step toward cultural transformation in the Department of Defense.

Interviewees

- Doug Beck – Vice President, Apple Inc
- Eric Briggs – Director, Secretary of Defense Corporate Fellows Program
- The Honorable Richard Danzig – Former Secretary of the Navy
- Barry Frew – Frew Associates, former Director of the Revolution in Business Practices course taught at the Naval Post Graduate School in Monterey, CA
- Vice Admiral (ret) Lee Gunn – President of the Institute of Public Research and former Deputy Chief of Naval Personnel
- The Honorable Jerry Hultin – Senior Presidential Fellow at NYU, former Under Secretary of the Navy 1997-2000 during the US Navy's Revolution in Business Affairs
- Robert Roffey – Director, Cisco Systems Inc, currently on Information Technology Exchange Program (ITEP) assignment in the Department of Defense, Office of the Chief Information Officer (CIO)
- Matt Spence – Former Deputy Assistant Secretary of Defense, Middle East Policy and co-founder of the Truman National Security Project
- Brigadier General (ret) Scott Stapp – Vice President, Northrup Grumman Corporation
- David Yeh – Policy Advisor, White House







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