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Enhance Warfighter Performance by Fostering Organizational Agility & Innovation in the Naval Research and Development Enterprise

Higgins, Sue L.; Brutzman, Don; Barrett, Frank; Gallenson, Ann
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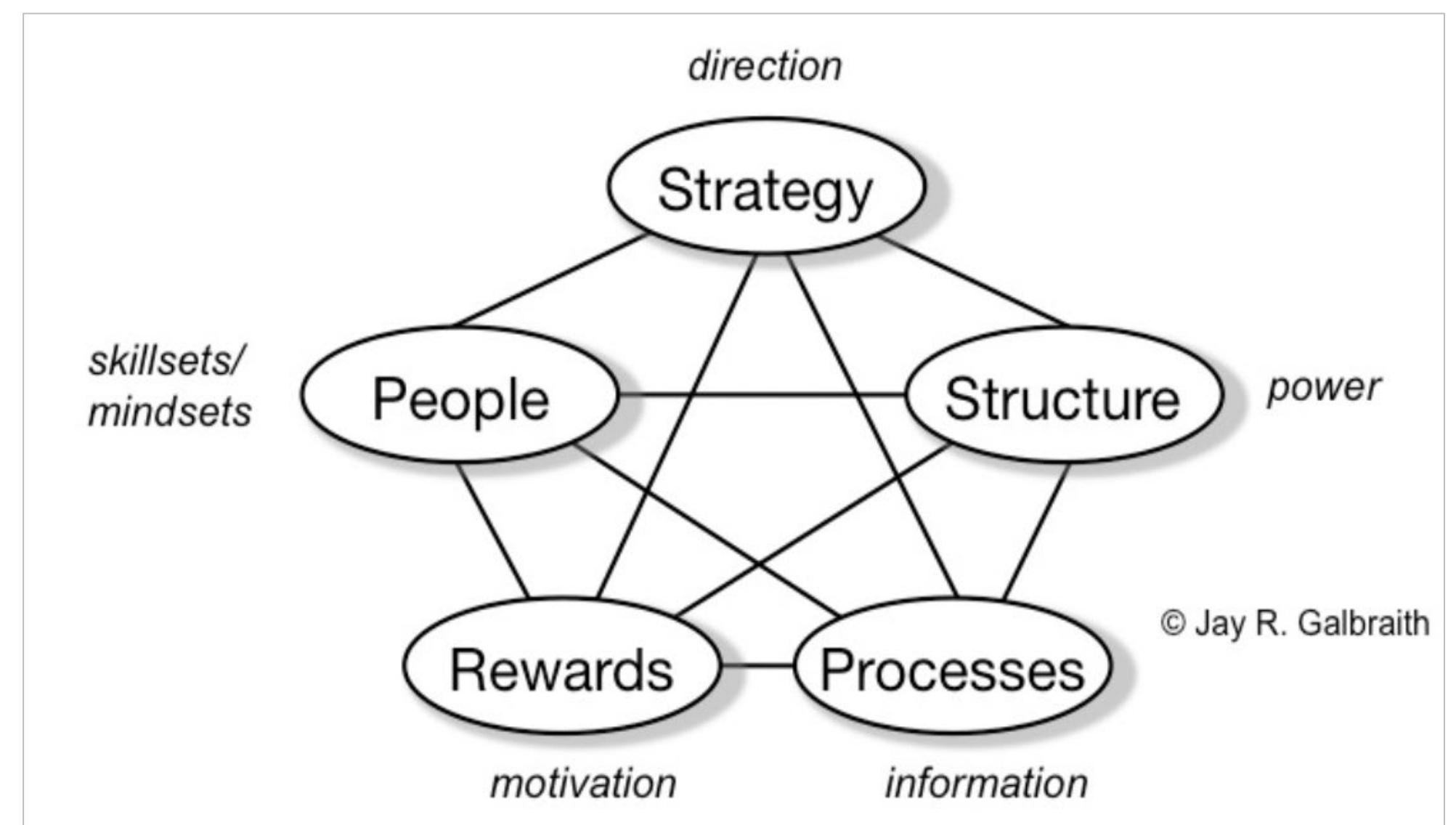
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Toward an Agile Organization

- The Agile organization achieves coherence and alignment among strategies, structures, and processes.
- Create clear lines of sight to customers, provide opportunities to engage them in Agile development.
- People feel empowered and intrinsically motivated resulting in high commitment.
- Relies on multidisciplinary cross functional teams to minimize silos



Agility: “The ability of leaders and organizations to rapidly pivot to new problems and adapt to new circumstances.” (Koutstaal, 2012)

Developing an Agile Mindset

- Customer-centric
- Collaborative development process (vs. requirements driven)
- Team Design – Encourage a diversity of perspectives and disciplines
- Relies on fast-paced, iterative practices to meet project objectives.
- Produces minimally viable experiments

Increasing Agility at COMOPTEVFOR: A Key NR&DE Stakeholder

Improve organizational agility by leveraging NPS capabilities to for experimentation of testing:

- NPS student & faculty expertise via Naval Research Program (NRP) & Acquisition Research Program (ARP)
- NPS Experimentation & Learning Venues: Joint Interagency Field Exercise (JIFX), Warfare Innovation Continuum (WIC)
- COTF-NPS Relationship to continue in FY20
- NRP-funded Project: Autonomous Undersea Vehicles



Recommendations

- Develop Organizational Agility Maturity Model appropriate for the NR&DE
 - Evaluate existing Organizational Agility Maturity Models
- Build capacity within NR&DE to develop Agile mindset and apply Agile practices where appropriate.
 - Develop courses, certificates for NR&DE S&T and Engineering workforce to learn about agility.
 - Increase NR&DE organizations leveraging NPS research, experimentation and learning venues.

Researchers: CDR Sue Higgins, USN (ret.), Dr. Don Brutzman, Ann Gallenson, Dr. Erik Jansen, and Brittany Ramsey;
Graduate School of Operational and Information Sciences, Information Sciences and Computer Science and The Center for Executive Education
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