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2019-12

**Implementing the DoN 30-Year R&D Plan:  
Creating and Sustaining a Culture That Values  
Learning, Strategic Agility, Collaboration and Innovation**

Higgins, Sue L.; Brutzman, Don; Ann, Gallenson; Thomas, Gail  
Monterey, California: Naval Postgraduate School

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<http://hdl.handle.net/10945/69971>

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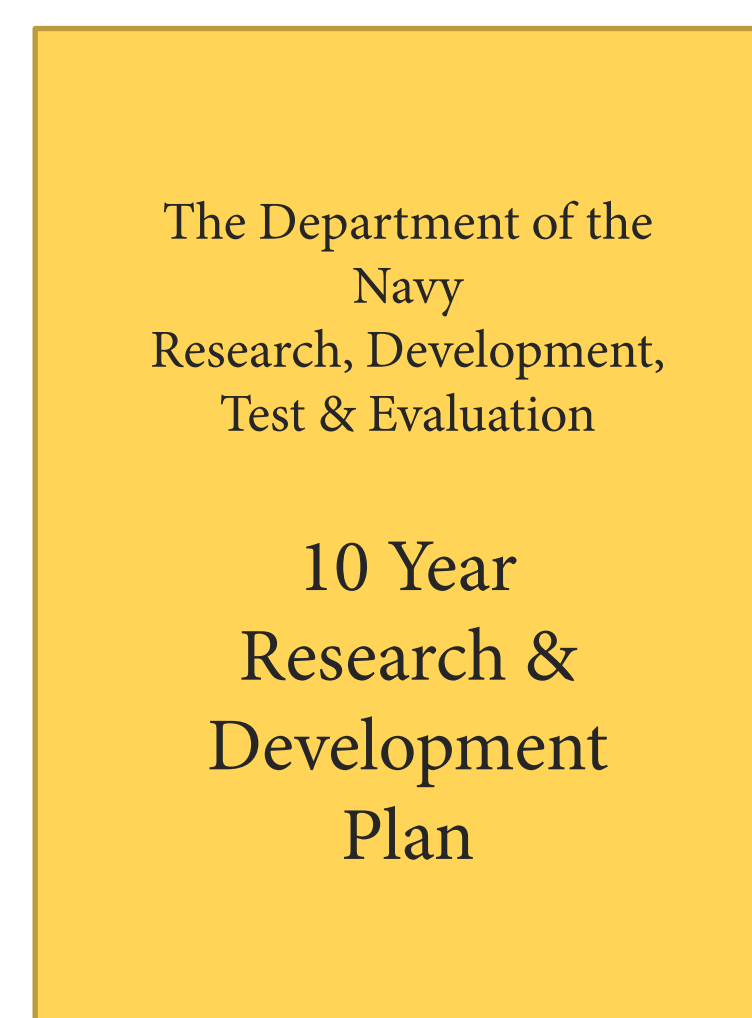
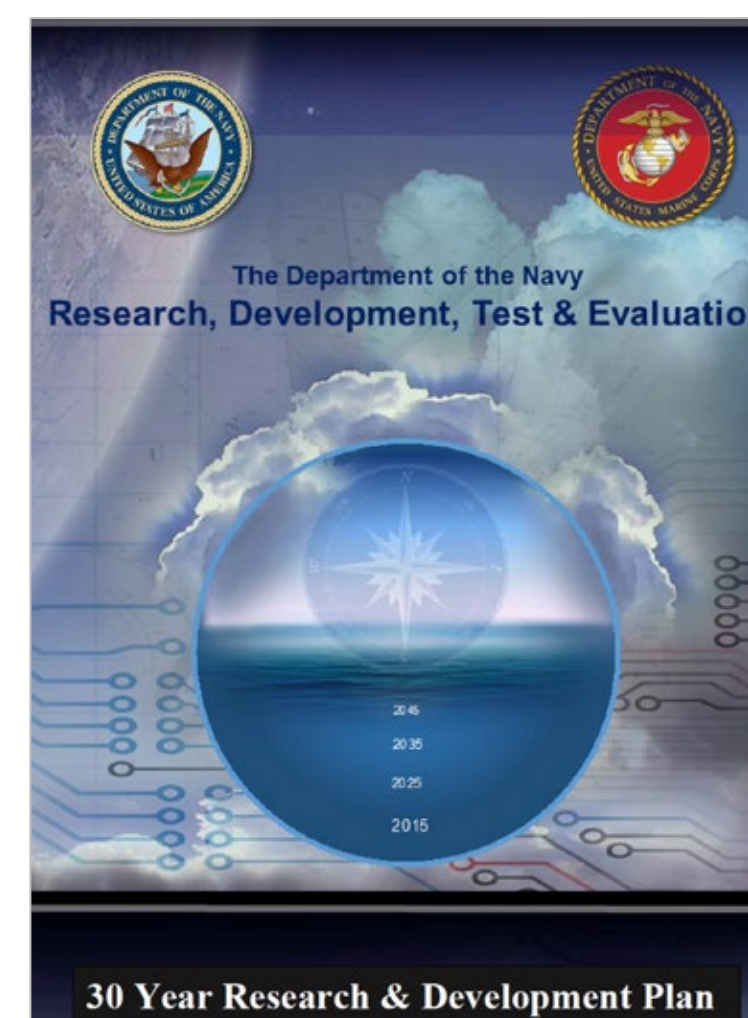
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## Strategic Thinking COI – Valuing Continuous Learning in DoN

OBSERVE

- 2016/2017 DoN 30 Year R&D Plan was developed collaboratively by DASN RDT&E-led, multi-organization group.
- 2018/2019 Group met in 3x/month teleconference, reframed as Strategic Thinking COI. Collaboratively developed 10 Year R&D Plan.
- Broad distribution of content to 250+ leaders on cutting edge research on rapidly changing technologies and implications for Naval missions.
- Archived two GB of relevant, written materials on DoD's All Partners Access Network (APAN).



ORIENT



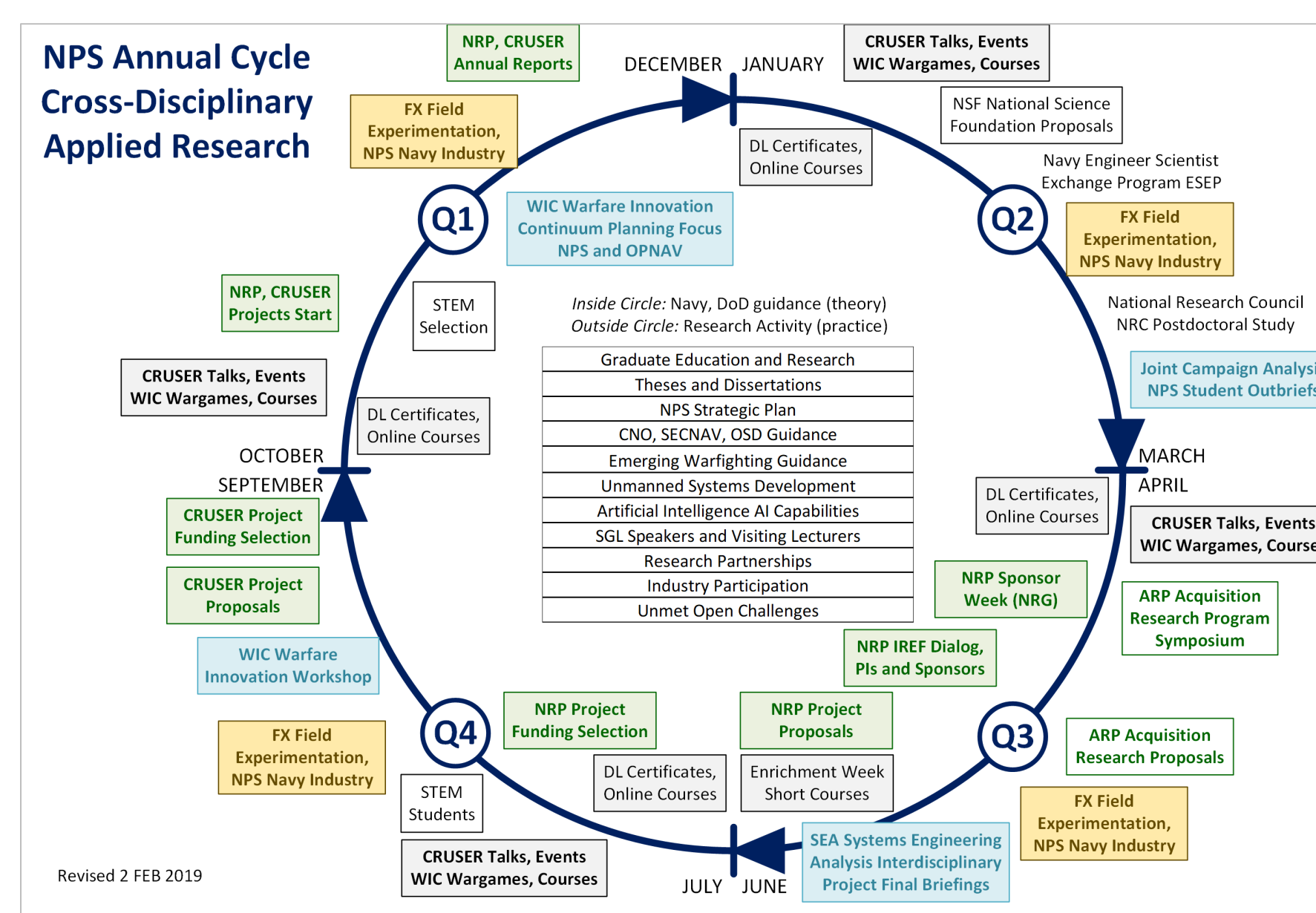
## Strategic Thinking COI – A Futures-Focused Forum

- Continuous Learning – Individual and Enterprise
- Aligns with Naval War College and Naval Postgraduate School Strategic Guidance

DECIDE

## ST-COI Complements NPS Annual Research Cycle

- NPS Research focus on improving future warfighting capability.
- Strategic Thinking COI focus on technology trends and broad, future implications
- NPS research cycles provide opportunities for researchers, students, partners and military sponsors to apply emerging technologies to emerging threats. Programs include NRP, ARP, WIC, and JIFX



## Recommendations

ACT

- Continue Strategic Thinking COI via partnership between Naval War College and Naval Postgraduate School
- Continue research on COIs & Learning Organizations in USN

*“Continuous learning - and sharing hard-won knowledge - represents a combat-proven key to victory for our naval services”*

-Thomas B. Modley, Under Secretary of the Navy, 19 Apr 2019, Education for Seapower Study

**Enterprise OODA is actionable at all levels of leadership**



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 Topic Sponsor: DASN RDTE

**Project ID:**  
NPS-19-134-A