

# ACCELERATE

*Speed to Mission Impact*

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**MITRE**

# Purpose / Outline

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**Accelerate enables organizations to deliver capabilities faster**

- **Need for Speed and Barriers to Going Fast**
- **MITRE's Accelerate**
- **Initial Set of Strategies and Tactics**
- **Focus on Requirements Strategies**

# Agencies Require Capabilities Faster

## Emerging Threats



- Near-Peer Adversaries, Insurgents
- Cybersecurity

## Changing Operations



- Broader Missions
- Evolving Environments

## Exploiting New Technologies



- Commercial Tech for Government Solutions
- Leverage Government S&T, R&D Projects

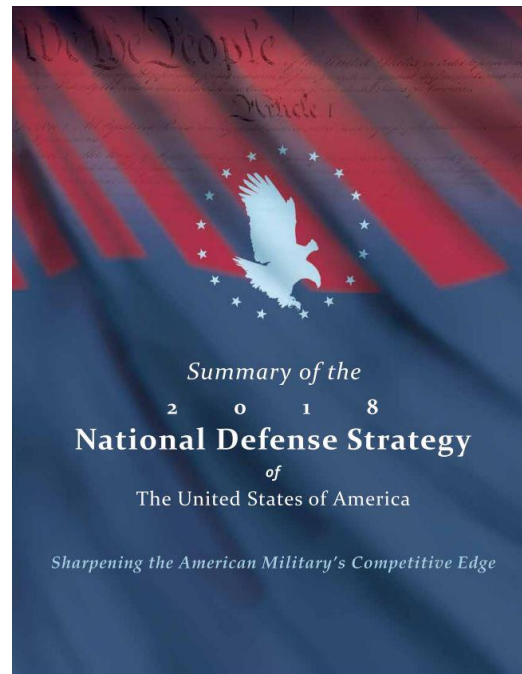
## Aging Legacy Systems



- Costly, Risky, Decades-Old Systems
- Inefficient, Ineffective Processes

# National Defense Strategy

**“Success goes to the country that ... better integrates technology and adapts its way of fighting. Our response will be to prioritize speed of delivery, continuous adaptation, and frequent upgrades.”**



# Leadership Need for Speed



*"We need to move faster!"*  
Dr. Griffin, USD(R&E)



*"It's all about velocity"*  
Ms. Lord, USD(A&S)



*"Focus on speed-to-field"*  
Mr. Shaffer, DUSD(A&S)



*"U.S. lost its ability to go fast"*  
Gen Hyten, USSTRATCOM



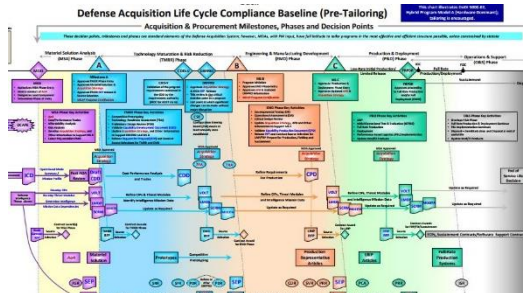
*"We have to go faster"*  
Mr. McCarthy, USecA



*"Velocity is my advantage"*  
Mr. Guerts, Navy SAE

# We're Not Positioned for Speed

## Lengthy, Complex Acquisition Environment



## Large, Overly Defined, Static Requirements



## Lengthy Budget Processes with Onerous Rules



## Lengthy Contracting Timelines and Protests



## Siloed, Large, Complex Systems and Extensive Testing



## Risk-averse Culture Many Reviews and Docs



**And we wonder why it takes a decade or longer to field**

# What is Accelerate?

## Strategies / Tactics



**Curated strategies, tactics, and resources for executives and practitioners to deliver capabilities faster**

## Advisors



**Multidisciplinary teams work closely with executives and programs to effectively apply Accelerate strategies and tactics.**

## Reviews



**Rapid independent assessments of a program or enterprise to ID acceleration opportunities and recommendations to apply key strategies**

**A suite of offerings to accelerate capability delivery**

# Accelerate Strategies and Tactics

## Culture

- Develop Culture Change Plan
- Culture of Experimentation
- Delegate Decision Authorities
- Recognize Your People
- Communicate Why
- Run With Scissors
- Train Your People

## Requirements

- Deliver a first MVP ASAP!
- Iterate, Iterate, Iterate
- Build a Portfolio of Requirements
- Think Inside the IT Box
- Manage Dynamic Backlogs
- Engage Your Users Regularly
- Activate the Stormdraining

## System Design

- Modular Open Sys Arch
- Just Keep Trimming
- Ride the Simplicity Cycle
- Cross the Valley of Death
- Apply Design Thinking
- Think Holistically
- Own the Technical Baseline

## Execution

- Think Portfolios, Not Programs
- Adopt Agile Practices
- Lean on Me
- Form Small High Perf Teams
- Do Just Enough Docs
- Minimize Doc Coordination
- Tailor Acquisition Pathways

## Contracting

- Speed with the FAR
- Tap an OTA Consortium
- Make a Broad Agency Announcement
- Challenge Industry to Demonstrate Solutions

**Initial set designed to help *Accelerate* programs**



# Accelerate Culture

## ■ Guiding Principles

- Flatten the organization and delegate decision authorities
- Identify a program champion from operational environment
- Set expectations, establish goals, and provide incentives
- Support higher risk tolerance – fail fast and learn

## Accelerate Strategies

- **Develop Culture Change Plan**
- **Culture of Experimentation**
- **Delegate Decision Authorities**
- **Recognize Your People**
- **Communicate Why**
- **Run With Scissors**
- **Train Your People**



# Accelerate Requirements

## ■ Guiding Principles

- Smaller the scope, faster the delivery – 80% solution today!
- Smaller requirements docs = rapid – Don't overly define solution
- Operational sponsors capture high level objectives via short docs
- Empower Product Owner to set vision and shape detailed requirements
- Current release should leverage only mature technologies/COTS

## Accelerate Strategies

- **Deliver a first MVP ASAP!**
- **Iterate, Iterate, Iterate**
- **Build a Portfolio of Requirements**
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# Accelerate System Design

## ■ Guiding Principles

- **Reuse** – Someone probably solved your problem already
- **Modularity** – Ensures design is responsive to new requirements
- **Simplicity** – Complexity adds friction, fragility, and unpredictability
- **Focus Priorities** – Reduces wasted time and missed opportunities
- **Smallness** – Large programs cost more, take longer, and do less

## Accelerate Strategies

- **Build a Modular Open Sys Arch**
- **Just Keep Trimming**
- **Ride the Simplicity Cycle**
- **Cross the Valley of Death**
- **Apply Design Thinking**
- **Think Holistically**
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# Accelerate Execution

## ■ Guiding Principles

- A small, high performing team will outperform a very large team
- Frequent coordination with end users reduces operational risks
- Constraints foster creativity by eliminating the obvious solution
- Build for the short term, resist unnecessary delays
- PM's influence is inversely proportional to the program's budget

## Accelerate Strategies

- **Think Portfolios, Not Programs**
- **Adopt Agile Practices**
- **Lean on Me**
- **Form Small High Perf Teams**
- **Do Just Enough Docs**
- **Minimize Doc Coordination**
- **Tailor Acquisition Pathways**



# Accelerate Contracting

## ■ Guiding Principles

- Contracting is a holistic business strategy for the organization
- Leverage existing contracts before developing new ones
- Engage contracting as partners to achieve mission objectives
- Gov't – contractor relationship must be a partnership to succeed
- Gov't and contractors must be incentivized for speed

## Accelerate Strategies

- **Speed with the FAR**
- **Tap an OTA Consortium**
- **Make a Broad Agency Announcement**
- **Challenge Industry to Demonstrate Solutions**



# Summary

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- **Urgency to deliver programs and capabilities sooner**
- **Attack the biggest schedule drivers – lean out the processes**
- **Rethink core elements of design, contracting, requirements**
- **Leadership must establish a culture focused on speed**
- **Mix of strategies and tools tailored to each organization/program**

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