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https://aida.mitre.org/accelerate/
Purpose / Outline

Enabling organizations to deliver capabilities faster

- Need for Speed and Barriers to Going Fast
- Initial Set of Accelerate Strategies
National Defense Strategy – *Accelerate*

“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.”

- Deliver at the speed of relevance
- Organize for innovation
- Streamline rapid, iterative approaches from development to fielding
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 and nominee for VCJCS

“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?

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

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

Rapid independent assessments of a program or enterprise to identify 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

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Initial set designed to help *Accelerate* programs

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Accelerate Culture

- Flatten the organization and delegate decision authorities
- Identify a program champion from the 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
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https://aida.mitre.org/acclerate/culture/
Accelerate Requirements

- 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 a Product Owner to set vision, shape detailed requirements
- Current release should leverage only mature technologies/COTS

Accelerate Strategies

- Deliver a first MVP ASAP!
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https://aida.mitre.org/accelerate/requirements/
Accelerate System Design

- **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 System Approach
- Just Keep Trimming
- Ride the Simplicity Cycle
- Cross the Valley of Death
- Apply Design Thinking
- Think Holistically
- Own the Technical Baseline

[https://aida.mitre.org/accelerate/system-design/](https://aida.mitre.org/accelerate/system-design/)
Accelerate Execution

- 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
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Accelerate Contracting

- Contracting is a holistic business strategy for the organization
- Leverage existing contracts/resources 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
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https://aida.mitre.org/accelerate/contracting/
Summary

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

https://aida.mitre.org/accelerate/