

# ACCELERATE

*Speed to Mission Impact*

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# Purpose / Outline

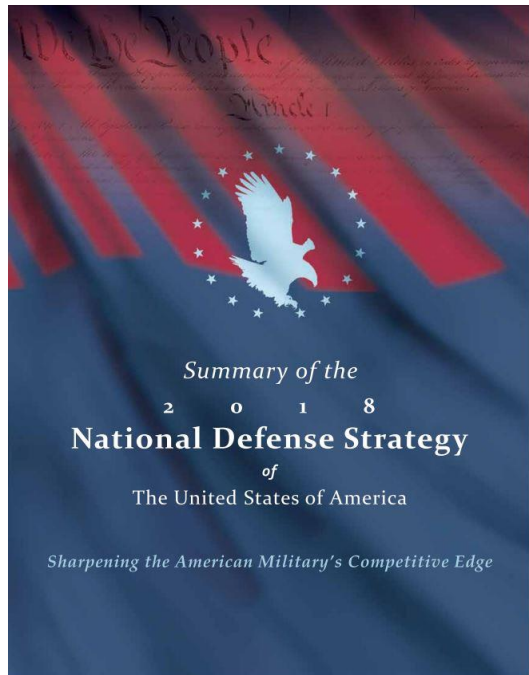
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## Enabling organizations to deliver capabilities faster

- **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



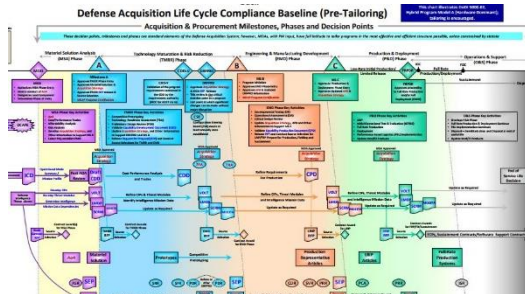
*"We have to go faster"*  
Mr. McCarthy, USecA



*"Velocity is my advantage"*  
Mr. Geurts, 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 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

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

# 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
- Recognize Your People
- Communicate Why
- Run With Scissors
- Train Your People



<https://aida.mitre.org/accelerate/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!**
- **Iterate, Iterate, Iterate**
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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/>

# 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**
- **Lean on Me**
- **Form Small High Perf Teams**
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- **Tailor Acquisition Pathways**



<https://aida.mitre.org/accelerate/execution/>

# 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**
- **Tap an OTA Consortium**
- **Make a Broad Agency Announcement**
- **Challenge Industry to Demonstrate Solutions**



<https://aida.mitre.org/accelerate/contracting/>

# Summary

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- **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**

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*Speed to Mission Impact*

# View Accelerate Strategies Online

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acquisition in the digital age

Rapid Pathways ▾ Accelerate Programs ▾ Agile Development ▾


## ACCELERATE

ACCELERATE | *Speed to Mission Impact*

Accelerate provides strategies to help deliver capabilities faster.

- Accelerate Culture**  
Foster a culture of innovation on teams of any size
- Accelerate Requirements**  
Deliver a MVP ASAP then iterate via frequent releases
- Accelerate System Design**  
Apply design thinking while embracing simplicity
- Accelerate Program Execution**  
Tailor processes, documents, and reviews
- Accelerate Contracting**  
Procure better solutions faster

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