

# DEFENSE INTELLIGENCE AGENCY



## 2015–2016 DIA Innovation Implementation Plan



COMMITTED TO EXCELLENCE IN DEFENSE OF THE NATION

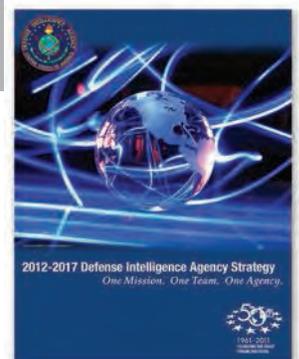
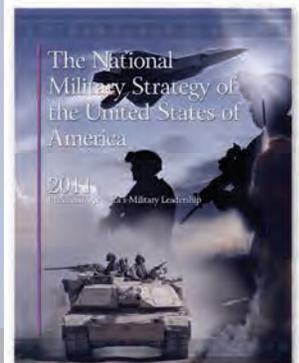
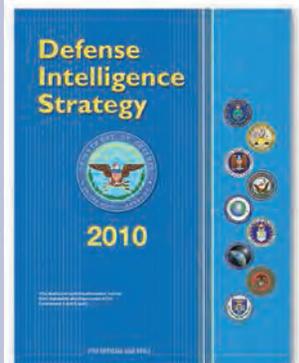
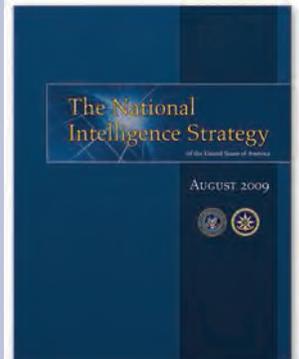
*“The most important challenge facing the nation is finding innovative solutions to build the American Dream for the 21st Century to provide a path for all Americans to succeed in the networked economy.”*

*— Secretary of Defense Ashton Carter*

COMMITTED TO EXCELLENCE IN DEFENSE OF THE NATION



## 2015–2016 DIA Innovation Implementation Plan





## Innovation Challenge

We are at an exciting time in history. We are on the verge of successfully ending our involvement in two wars that lasted over a decade, having gathered volumes of intelligence material in the form of documents, imagery, electronic media, and biometrics that require assessment. Analysts spend a large percentage of their time researching and considerably less actually doing analysis. “How do I make this better?” The better question is “How do you make this better?”

Moving forward Defense Intelligence Agency (DIA) will be the groundbreakers for innovative ideas that improve our policies, processes, and technology for the betterment of the Department of Defense. We will take the lessons learned from more than a decade of war and put them into action.

I challenge my leaders in DIA Headquarters, the National Capitol Region, and the Combatant Commands to empower their people to push the envelope regarding creativity. We must have an environment where creativity is embraced. We must have an environment where ideas are welcome. We must have an inspiring environment where innovation can thrive.

As ideas are formed, we must be agile in their development. Gone are the days were it takes 18 months to 2 years for technology to be developed. Agile development has been proven within DIA and I want it to become a mainstay of our production line. We must also be agile in our processes; map them out and streamline them for efficiency. Let’s make this agency work to the best of our capacity—what YOU know it will be.

Last and most important to me are partnerships. We cannot survive without our partnerships with industry, academia, the Combatant Commands, the Intelligence Community, the Services, and our international partners. If war has taught us anything, we know we must rely on our partners. We must be willing to share information when and where we can for the next war where we will be fighting together. We must know and trust each other and understand the technology and processes available to us.

There is no secret formula for innovation except the willingness to get involved and lead it. That is what I expect of you. I will have ideas and ask that you bring your ideas to the table as well. We have an opportunity to make the Enterprise’s policies, processes, and technology better through your experience. Now is the time, and I am committed to supporting you in the process.



A handwritten signature in blue ink that reads "Vincent R. Stewart".

Vincent R. Stewart  
Lieutenant General, USMC  
Director, Defense Intelligence Agency

## Innovation Office

Defense Intelligence Agency (DIA) leadership has committed unequivocally to innovation as a top priority for the Agency. Our relevance rests in large measure on the ability to improve efficiency, effectiveness, and security through innovation in an era of rapidly declining resources and increased demand for products and services. Strategic focus and execution are required to address systemic barriers undermining agency agility, limiting creativity, and impeding the flow of resources to the best ideas.

To execute on the commitment to innovation, DIA leadership established the Innovation Office (INO). The INO is responsible for the establishment of an innovation-friendly environment across the Defense Intelligence Enterprise. The environment is designed to match the best ideas, existing or novel, big or small, from inside or outside the organization, and create mechanisms that enable discovery of what we didn't know we needed. The INO is actively engaged in a transformational culture shift that welcomes change, unleashes the creativity of DIA's workforce, and empowers problem solvers to quickly turn ideas into solutions. Establishing an infrastructure of "systematic opportunism" supports the generation, mobility, and growth of ideas and will unlock new possibilities, enabling us to tackle current and future challenges efficiently and effectively.

## Mission

Build into the core of all DIA activities Leadership, Empowerment, Agility, and Partnerships, unleashing the creativity and productivity of the entire workforce to meet current and future defense intelligence requirements.

## Vision

DIA: An environment empowered to solve problems and improve performance through innovation.

## Values

**Leadership:** Innovation requires leaders driven to find solutions to mission needs.

**Empowerment:** To be innovative, DIA must unleash the creativity of the entire workforce.

**Agility:** Innovation relies on the flow of resources from underperforming capabilities to newer, better ideas.

**Partnerships:** To be an innovation leader, an organization must efficiently leverage ideas, practices, and capabilities created anywhere, especially outside the organization.



*“The organizations of the future will increasingly depend on the creativity of their members to survive ... In a truly creative collaboration, work is pleasure, and the only rules and procedures are those that advance the common cause.”*

— Warren Bennis

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## Ideas to Action

“Ideas to Action!” is the mantra for innovation at Defense Intelligence Agency (DIA). We can develop, foster, and unleash our workforce’s creative problem-solving skills and productivity by supporting the conversion of ideas to action and action to mission impact. When mission-driven individuals are given the opportunity, responsibility, and accountability to act on ideas, transformation is not just possible—it is assured. The DIA Innovation Implementation Plan is designed to empower mission-driven problem solvers regardless of rank or affiliation to fundamentally transform our value to the value of our customers, the Nation’s warfighters and decisionmakers.

The innovation challenge in many government settings results not from a lack of ideas but the challenge of efficiently converting ideas into action. Good ideas come serendipitously—not by fiat or facility. Most big ideas start as small ideas driven by individuals addressing everyday challenges. However, in the absence of an innovation-friendly environment, ideas fail to reach full potential, yielding only local impact, or in some cases no impact at all.

Innovative organizations focus on the nurturing and pruning of ideas, more than their creation. They continuously engage in practices mastered

by successful entrepreneurs; ideation, refinement, competitive resourcing, and “start small, scale fast, fail cheap” piloting; willing to let go when ideas do not succeed while aggressively pursuing the next good idea. Without care, the enterprise planning mechanism designed to manage risk can be misapplied (often inadvertently), stunting the development of new ideas, causing rigidity to set in. In such an environment, idea creators can become discouraged, unable to find a mechanism to mature ideas and yield mission impact.

DIA’s approach to innovation applies the entrepreneurial method that relies on effectuation,<sup>1</sup> that is an action and adaptation centered approach, rather than causation, which is a planning/control centered approach. By tailoring this method used by many successful innovators to the government environment and empowering control mechanisms with transparency and mission-centric direction, we have created a model that retains the oversight required for the public sector without losing the agility, flexibility, and efficiency of the private sector. Our variant, the Intrapreneurial Method, establishes practices to surface ideas from anywhere and includes socializing, refinement, triaging, and deconfliction. This yields actionable quick-win solutions, aligned with internal or external resources, delivering maximum mission impact. Steady use of these practices will guide a new generation of intrapreneurs. DIA must encompass innovative ideas from its workforce into their daily work by embracing new processes and automation to streamline the business aspects of analytics and collections. The goal: convert ideas to mission impact.



<sup>1</sup> - [Effectuation.org](http://Effectuation.org).

*“The way to get started is to quit talking and begin doing.”*

*— Walt Disney*



**Intrapreneur:** Person within a large organization who takes direct responsibility for turning an idea into a successful finished product/process through assertive risk-taking and innovation.<sup>2</sup>

<sup>2</sup> "Intrapreneur." *Ahdictionary.com* American Heritage Dictionary, 2011. web. October 22, 2013.



*“Creativity is thinking up new things. Innovation is doing new things.”*

*— Theodore Levitt*

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## More Leadership, Less Management

Creating an innovation-friendly environment requires more leadership, less management. Management practices center on taking control, creating plans and structures to achieve a known outcome. Innovation is a process of adaptation often with unforeseen outcomes that can be undermined by overwrought management structures. These management structures unwittingly, by their nature, view unplanned and emerging ideas as a management challenge to be avoided. Leadership is about balancing the need for resource management while empowering problem solvers to act on their ideas to meet mission needs.

“Turn the Ship Around!”<sup>3</sup> chronicles the true story of USS *Santa Fe*, a U.S. Navy submarine dogged by poor morale, poor performance, and the worst retention in the fleet despite a hardworking, diligent crew. The submarine achieved a remarkable turnaround from worst to first on the waterfront by simply changing the leadership style from control to empowerment. This turnaround did not require new technologies, new people, or additional resources. Defense Intelligence Agency (DIA) can become a model for government, leading in innovation, efficiency, and productivity by incorporating this model at every level in the organization.

Innovation leadership is not about implementation of the next big thing, but rather creating an infrastructure that unleashes the creative problem-solving skills of the workforce. This infrastructure embraces volatility<sup>4</sup> through a bureaucratic, technical, and cultural environment that supports the emergence of the best ideas, regardless of origin, and the evolution of existing ideas and systems.

Establishing an infrastructure of “systematic opportunism” requires strategic leadership. Like the creation of the Interstate Highway System, this infrastructure supports the mobility and growth of ideas and will unlock unforeseen possibilities, enabling us to tackle current and future challenges with agility.

*“...Management is about taking control...  
Leadership is about giving control...”*



<sup>3</sup> Louis David Marquet, *Turn the Ship Around: A True Story of Turning Followers into Leaders* (New York, NY: Penguin Group, 2012).

<sup>4</sup> Nassim Nicholas Taleb, “Learning to Love Volatility,” *Wall Street Journal*, November 16, 2012.

*“Management is doing things right; leadership is doing the right things.”*

*— Peter F. Drucker*

## Strategic to Tactical

The Defense Intelligence Agency (DIA) mission demands continuous improvement in mechanisms that connect the strategic and tactical context. We are driven to provide timely, accurate, actionable intelligence to the warfighter inside the Observe, Orient, Decide, Act (OODA) loop of our adversaries. Decision advantage on the physical and cyber battlefield demands intelligence and operations (IntelOps) convergence. Continuous evolution is required to deliver a fused operating picture based on collection from both strategic and tactical platforms and analysis that incorporates warfighter experience with strategic context. We must innovate to ensure that data, context, and knowledge flow securely, reliably, quickly, and broadly, supporting the decisionmaker and warfighter at or before the moment of need.

Insight from analysts; data collected by national and tactical assets; observations, context, and sensor data from military service members; and intelligence from air breather platforms and via open source are the raw material assessed to support decision advantage. The flow of this material is influenced by department and agency jurisdictional boundaries, diversity in operational tempo and focus, variations in security posture and approach, varying degrees of interoperability between platforms, and differences in network connectivity and infrastructure. Over time, these differences have given rise to disconnected ecosystems.

Through partnerships with agencies and programs with jurisdiction, we will work aggressively to overcome any impediment that limits the timely, secure dissemination of valuable information. We must continue to enhance intelligence production methods, allowing customers to reach deeper and more broadly into the insight and expertise of our analysts. We must field world-class

security models that are practical, robust, flexible, viable, and available in every information environment so that security protections aren't broken or unnecessarily limiting as information crosses network and jurisdictional boundaries. We must strengthen cross-domain solutions to improve connections with partners without sacrificing security. We must adopt infrastructure delivery models to maximize capability/portability, bridging between each of our operating infrastructure providers—including IC ITE, JIE, special access, coalition, and unclassified environments—reducing operating costs by avoiding redundant development efforts, increasing interoperability and sharing, and streamlining the fielding of emerging technologies.

We must strengthen partnerships across the Defense Intelligence Enterprise to maximize intelligence value from open sources by providing world-class services and exploitation capabilities to Combatant Commands and the Services. These capabilities must empower field elements to help themselves instead of relying on information digested for them. To be successful, we must assist the evolution of information technology delivery practices, enabling customers to engage data science by linking, fusing, analyzing, and contextualizing data across applications and platforms without sacrificing security.

DIA will ensure the timely, accurate, secure two-way flow of information to commanders at every level from commander in chief to the warfighter. To attack impediments, we will work directly with mission partners to identify systemic issues limiting the flow of information and overcome impediments through innovation, bringing necessary policy and methodology evolution and world-class capabilities to bear to ensure warfighters retain unassailable decision advantage.



*“The IC must accept that initial failures may lead to success and be willing to take calculated risks for high-value results when a rational basis for the risk is demonstrated.”*

*— 2014 National Intelligence Strategy*

# 6

## Innovation in the Back Office

The realities of the 21st Century demand unprecedented organizational agility. To respond to continually changing geopolitical conditions, adversary capability, and humanitarian need, the Defense Intelligence Agency (DIA) must be able to repurpose resources (human, financial, technological, or capital) with unprecedented agility and efficiency. To be innovative, we must be able to shift talent and resources quickly as challenges and possibilities emerge. Achieving the required agility demands innovation focus on the “back office,” that is core organizational functions that tend to be risk averse and not typically the domain of the innovator.

Despite the challenge, we must dive in.

From their inception, widely recognized leaders in innovation like Google and Amazon have focused on core organizational agility and continuous improvement of businesses practices. These companies leveraged their agility by innovating to become market leaders, delivering enormous value with extraordinary efficiency despite evolving customer needs, emerging competitive threats, and changing demographics in the workforce.

Back office (or any other) innovation is not just about technology. For advances to last, they must be driven by mission outcomes, require intimate end-user involvement at inception, and expand focus on processes, policies, and capabilities to achieve a mission end.

The Innovation Office (INO) is establishing a practice focused on process improvement and automation. Slow or unresponsive processes have significant impact on organizational agility and result in costly delivery of value.

Process reform starts with a “Mission First” mentality coupled with innovation to minimize enterprise risk. Participants must recognize additional rules and decision points have a cost-constraining solution possibility and increase delivery costs. Onerous or unresponsive processes result in “off grid” behavior, undermining collaboration, oversight, and often the very interest the process is intended to serve.

Evolution efforts start with evaluation of critical agency processes by the question “Why does it take so long?” Process improvement innovation pilots are initiated by setting a “stretch goal” for process agility driven by mission requirements in coordination with mission elements. The target process is instrumented to identify bottlenecks and decision points. Improvement incorporates enterprise interests in security, accountability, and sustainability but centers on mission outcomes based on a balanced approach to mission need and enterprise risk. Often, no tradeoff is required when impediments are addressed through innovation or transparent decision frameworks.

INO will partner with mission elements to enable unprecedented organizational agility by improving processes and systems associated with key agency support functions: acquisition; financial management and auditability; contracting; human resourcing; mission tasking; and software development, accreditation, and fielding. We will partner to explore new models for procurement; will pilot models to extend the reach of our workforce to outside expertise, enabling our agency to consider new perspectives and surge in time of crises for expertise on a wide range of issues; and will seek capabilities to provide greater mission insight from our back office data, displacing older systems that constrain our ability to partner or adapt to changing mission needs.

Through innovation, we will drive enterprise agility, reducing delivery costs without sacrificing security, transparency, or sustainability. DIA will lead government in the ability to respond quickly to crises, adapting our workforce to changing generational trends, emerging technologies, and mission needs—continually reinventing while enhancing core competencies and mission functions.

*“The most dangerous phrase in the language is,  
‘We’ve always done it this way.’”*

*— RADM Grace Hopper, USN*

## Innovation Is Everyone's Responsibility

The Innovation Office (INO) should not be seen as the source of good ideas for the agency, nor is it tasked with the invention of the “next big thing.” Rather, innovation is the responsibility of the entire workforce—every directorate employee has been empowered by the Director to participate in the various innovation programs. Good ideas emerge from any level or any office in the organization. Each organizational element has an important role in making DIA a leader in innovation.

*Innovation can't be confined to one department or an elite group of star performers. It cannot be assigned to skunkworks far afield from the main organization and insulated from the company's bureaucracy. It must permeate the company, and it must encompass new products, services, processes, strategies, business models, distribution channels, and markets. It must become part of the DNA of the entire organization.<sup>5</sup>*

INO does not have an implementation arm by design. Past experience shows that the temptation is too great to innovate for innovation's sake. Instead, to facilitate innovation, INO must match ideas with mission needs, involve agency stakeholders at inception, and build partnerships to deliver impact. In this way, INO complements rather than competes with existing organizational structures. Any element in the DIA enterprise can inject fresh ideas to overcome mission challenges by partnering with INO.

At a time of constrained and uncertain budgets, our agency's success depends on the energy and creativity of the workforce on the front lines at the Combatant Commands, in the Regional Centers, and in every mission and support office at headquarters to generate creative ideas or provide environments that encourage innovation. When a powerful idea remains dormant, it is an opportunity wasted that could have improved mission effectiveness and quality of life at our agency.

DIA's innovation strategy relies on teamwork. There are opportunities for all to engage whether inside or outside the agency. Identifying a mission impact program, idea, solution, need, or resource is key. Submit your idea or champion one!

Converting “ideas to action” cannot happen without passion and confidence in our agency, our mission, and our future. Be vigilant. Get involved.

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<sup>5</sup> Robert B. Tucker, *Driving Growth Through Innovation* (San Francisco, CA: Berrett-Koehler Publishers, 2002).



*“Innovation...is seldom the product of a single individual's intellectual brilliance. Innovation is the product of connections between individuals and their ideas.”*

*— Gary Hamel*

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*“Your drive, your innovation...you set the bar for us.”  
— Secretary of Defense Ashton Carter*

# 2014 END OF YEAR REVIEW

As each year commences, our goal is to ensure we are moving forward in our pledge of unleashing innovation at Defense Intelligence Agency (DIA) to support the mission elements. We must ensure that there is an environment that develops, fosters, and supports the intellectual interest and creative problem solving skills of our workforce. The following end of year review takes a look at our goals and tasks and evaluates our progress for initiatives that were completed during the 2014 calendar year.

## Innovation Goal 1: Empowerment

### Task 1.1: Facilitate the surfacing, vetting, refinement, and implementation of workforce-generated ideas

**Achievements:** Face to a Name Pilot (COS/NAR), Executive Coaching Project (ADI), DIA Professional Development Models (ADI)

### Task 1.2: Drive first-class infrastructure delivery emphasizing agility and empowerment

**Achievements:** Embedded Performance Support Solutions (EPSS) Project (ADI), Wireless Pilot (CIO/INO)

### Task 1.3: Facilitate solution co-creation

**Achievements:** USCENTCOM Network Analysis Development Pilot (USCENTCOM), Syrian Futures Initiative Project (DO/DI)

## Innovation Goal 2: Agility

### Task 2.1: Increase fungibility of resources

**Achievements:** NeedipeDIA Acquisition System (INO/Mission Partners)

### Task 2.2: Eliminate “swing for the fence” technology investment practices

**Achievements:** Analytic Modernization (AMOD)-Nerd Brigade Pilot (DI)

### Task 2.3: Remove bureaucratic and technical barriers to solution emergence

**Achievements:** Email and Calendar Unification Pilot (MS)

## Innovation Goal 3: Partnerships

### Task 3.1: Strengthen linkages with external idea creators

**Achievements:** CHELSI-D Phase I Pilot (DO/CIA), ESRI IC ITE Pilot (DRI/NGA/DNI), Customer Service Site Project (DIA SOURCE page), Interoperable Sensors Architecture (Army/INO)

### Task 3.2: Establish continuous integration practices and mission adoption environments (modified)



*“The best way to have a good idea is to have a lot of ideas.”*

*— Dr. Linus Pauling*

# 10



*“The essential part of creativity is not being afraid to fail.”*

*— Edwin H. Land*

# 2012–2017 DIA STRATEGY, GOAL 3: PARTNER AND INNOVATE TO GAIN ADVANTAGE

Defense Intelligence Agency (DIA) will improve information dissemination and access to interagency capabilities by leading or joining U.S. whole-of-government networks while strengthening and establishing new mission partnerships with other elements of the U.S. Government, academia, and the private sector. Long-term, interagency collaboration with agencies whose missions have significant global components is particularly vital. Given the expansive, open-source environment—combined with social media, rapidly developing new technologies, and growing mission partnerships in an era of diminishing resources—DIA will become increasingly dependent on outside knowledge to succeed.

## DIA Strategic Initiative: Innovation

The 2012–2017 strategy focuses on the DIA's commitment to defense, partnerships, innovation, and effective performance. Unleashing innovation at DIA starts with empowering the entire workforce to act on good ideas. Each analyst, collector, warfighter, and enabler has an important role in transforming DIA. Individuals driven to positively contribute to the accomplishment of the mission create new ideas to address agency challenges regularly. DIA must amplify this creativity by providing easily accessible environments to test and extend new approaches;

aggressively proliferating the best models, tradecraft, and capabilities that emerge; minimizing bureaucratic structures that drive organic edge innovators to hide rather than share; and maximizing awareness of and access to transformative capabilities and practices elsewhere in the enterprise and commercial sectors. Finally, leaders must be willing to set aggressive measurable goals, encourage a culture of innovation at every level in the organization, and delegate decisionmaking to train leaders of the future and promote trust in the process.

**Innovation:** *n* 1: A new product, service or way of doing business that gives an organization a competitive advantage.<sup>6</sup>

<sup>6</sup> *Executing Innovation*, Harvard Business Press.



*“In order for innovation to thrive, there needs to be a fundamental acceptance to experimentation, iteration of ideas, and willingness to allow an idea forward that may be contrary to corporate thinking.”*

*— David Westfall*

## INNOVATION GOAL 1: EMPOWERMENT

Scale successful models in innovation cells to the enterprise by empowering the mission edge.

### Task 1.1: Facilitate the surfacing, vetting, refinement, and implementation of workforce-generated ideas

Through crowdsourcing, the creativity of the workforce is brought to bear on identifying challenges requiring innovation and developing creative solutions to these challenges. The Innovation Development Process<sup>7</sup> (IDP) captures ideas from the workforce and external sources, vetting and refining them through the Innovation Advisory Working Group (IAWG) and the Innovation Assessment Review (IAR). If “quick-win” pilot solutions are achievable, initiatives are resourced (over \$250k) via the endorsement of the Innovation Advisory Board (IAB) and approved by the Defense Intelligence Agency (DIA) Director and implemented through the Innovation Champion. Initiatives requiring less resourcing (\$250k and below) can be approved by the Innovation Chair.

### Task 1.2: Drive first-class infrastructure delivery emphasizing agility and empowerment

Innovation Office (INO) will partner with mission elements to increase access to information technology resources (compute, storage, networking, applications, consulting, etc.) to empower problem solvers and enhance the “start small, scale fast, fail cheap” environment required for innovation. Through

technology, providers offer services that are more agile, scalable, auditable, and efficient than our legacy models. With advances in automated IT Asset Management and continuous compliance monitoring, it is possible to enable mission elements to access IT resources more rapidly and securely. Through strategic focus and evolution, DIA can reap greater benefits of an agile infrastructure.

### Task 1.3: Facilitate solution co-creation

The rate of innovation increases when disciplines interact. By attacking mission challenges with cross-functional teams of analysts, collectors, and technologists working together, new methods can evolve rapidly and context gained will shape future deliveries. Analysts and collectors should be permitted to set aside time on a regular basis to work with technologists to improve their tools. Early and frequent interaction with end users is the primary factor in successful technology delivery and process improvement. This practice can be extended through encouraging technology rotations and streamlining mechanisms to establish cross-functional teams in risk tolerant technology environments. Methods, tools, and tradecraft that emerge from this practice should be systematically refined and extended to reach the enterprise.



<sup>7</sup> Details on the ideas discovery, refinement, vetting, and funding can be found in the Innovation Advisory Board Charter.

*“We cannot hold a torch to light another’s path without brightening our own.”*

*— Ben Sweetland*



*“The innovation point is the pivotal moment when talented and motivated people seek the opportunity to act on their ideas and dreams.”*

*— W. Arthur Porter*

## INNOVATION GOAL 2: AGILITY

Create an environment that facilitates innovation by removing barriers that impede progress.

Innovation relies on creative evolution, the flow of resources from legacy capabilities to newer, better ideas. Bureaucratic structures, organizational stovepipes, long budget cycles, and inconsistent technology standards obstruct this flow and undermine innovation. History has shown that innovation thrives in a marketplace where the best ideas emerge based on demand rather than solely on choices of central planners. Disruptive technologies and methods are, by definition, at odds with established procedures and practices and often beyond the focus of planners versed in established models. Decentralized decision making, allowing end users to “vote with their feet,” coupled with fluid resource allocation and an IT infrastructure that supports adaptation, is crucial to leverage disruptive emergence. Further challenging the current model, attempts to drive adoption of disruptive capabilities from the center of an organization can do more harm than good. Historically, disruptive capabilities only gain traction when grown organically from the edge in permissive environments that allow users to move, with minimum friction. Finding a balance between agility and stability in the existing budgeting process is essential.

### ► **Task 2.1: Increase fungibility of resources**

Innovation is enhanced when resources flow to the best ideas. This requires creative new models, consistent with the Federal Acquisition Regulation and DoD Financial Management Regulation, that adapt to emerging ideas and changing operational demands. To take full advantage of new infrastructure models that allow for flexible provisioning of resources according to demand, agencies are beginning to experiment with credits that permit bottom-up agility while expressing Commander’s Intent from the top-down. Credits allow resources to flow more fluidly across activities and provide more accurate usage metrics and value generation. They can be used to facilitate cost recovery, an essential enabling component to a shared services strategy.

Without cost recovery, service hosts face a disincentive to expose good ideas to the enterprise since the result is used without compensation—potentially undermining the original mission intent of the service. Through cost recovery mechanisms, service providers have an incentive to share and may gain the benefits of economies of scale. As resources flow according to mission value, the best services will grow and underperforming services will wither.

### ► **Task 2.2: Eliminate “swing for the fence” technology investment practices**

The byproduct of some technology implementation processes is the tendency to “go bigger” to get things done. What follows is a “too big to fail” mentality with



*“Every act of creation is first of all an act of destruction.”*

— Picasso

tighter controls further restricting the emergence of substitute technologies. Management of large projects emphasizes risk avoidance—creating forces that tamp out innovation since new ideas inject uncertainty to a formalized plan. Long execution timelines can fail to take advantage of technological advances and may even be obsolete on delivery. Furthermore, industry has shown large projects have higher failure rates. However, even in the face of previous failure, “swing for the fence” initiatives continue to dominate as “start small, scale fast, fail cheap” initiatives go underground or perish in an environment of reduced resources. Innovation Office (INO) will partner with mission elements to complement decision frameworks and strategic planning to break sweeping initiatives into manageable, separated concerns that can be delivered piecemeal; agility in technology delivery that permits capabilities to be rolled out piecemeal and improved in rapid spirals.

**Task 2.3: Remove bureaucratic and technical barriers to solution emergence**

Innovation benefits from transparent governance. Approval processes with variously enforced rules are less advantageous to innovation at the edge.

Existing organizational structures and decision frameworks should be empowered to ensure mission effectiveness is the decision driver. Distributed technology development, a key to innovation, is facilitated by a technical architecture centered on a small number of clear, practical, objectively verified rules and standards. Where possible, enforcement should be automated, reducing friction while awaiting approval and increasing compliance benefits through repeatability. “Trust but verify” governance is enabled through continuous compliance monitoring (automated rule verification), permitting the agility needed to solve problems quickly while providing greater oversight than current “look once” governance. Systems that conform should be fast-tracked regardless of origin in the enterprise. Legacy systems must be opened to expose standardized, accessible (but secure) interfaces so that innovators anywhere in the enterprise can contribute. Openness facilitates the delivery of smaller agile applications that leverage rather than duplicate existing capabilities.

**2015 Stretch Objective:** Establish systematic, repeatable, audit-friendly mechanism to enable 10-day procurement on projects \$500K or less.



*“It’s easy to come up with new ideas; the hard part is letting go of what worked for you two years ago, but will soon be out of date.”*

*— Roger von Oech*

## INNOVATION GOAL 3: PARTNERSHIPS

Partner to enable rapid evaluation, acquisition, and integration of promising capabilities.

To be an innovation leader, an organization must efficiently leverage ideas, practices, and capabilities created anywhere, especially outside the organization. Central to the Defense Intelligence Agency (DIA) innovation strategy is deference to Joy's Law,<sup>8</sup> "No matter who you are, most of the smartest people work for someone else." It follows that a key to innovation is the ability to efficiently leverage ideas from anywhere: the Intelligence Community writ large, elsewhere in government, industry, and academia. It is not enough to know that good ideas exist—a framework must be established to support discovery, rapid evaluation, accreditation, integration, and acquisition of promising technologies and methods, easing the friction that isolates us from cutting edge developments.

### Task 3.1: Strengthen linkages with external idea creators

Public/private partnerships are central to staying abreast of a rapidly changing technology horizon where disruption has become common place. To foster this partnership, DIA will explore new relationships with industry and academia that emphasize greater transparency and openness. DIA must also solidify relationships with external research and development (R&D) activities. As consumers of R&D, we will get what we inspect, not what we expect. External research activities (DARPA, IARPA, defense and national laboratories, commercial research, academia, etc.) have access to extensive intellectual and financial resources. To leverage these resources, DIA must strengthen ties with external R&D organizations, driving mission-relevant research and rapidly transitioning promising capabilities, methodologies, and processes. To bear fruit, these relationships require time and resource commitment, including: challenge problem development, access to mission-relevant data sets or systems for evaluation, participation in evaluation committees,

end-user involvement, and matching funds to support transition. Ideally, external organizations would be involved in co-creations via risk tolerant technology and policy environments. Through this model, mission challenges can be worked by the best and brightest minds in government, industry, and academia.

### Task 3.2: Establish continuous integration practices and mission-adoption environments (modified)

DIA must establish accessible, first-rate development and test environments in both unclassified and classified settings. A robust, shared development and integration environment will facilitate mission element co-creation. It will also enable co-evolution of systems, resulting in smaller, more modular, integrated systems with less duplication. "Perpetual beta" environments permit end-user interaction with tools as they evolve, permit the development and evaluation of new tradecraft, and enable mission-relevant evaluation of emerging technologies. A Technology Transition Environment (TTE) is a vital gateway to mission



<sup>8</sup> Attributed to Sun Microsystems Co-Founder Bill Joy.

*“The force of any idea originates in the essential needs, perceived preferences, and unconscious expectations of the people it is intended to serve.”*

— Michael E. Gerber

adoption of capability advances. Consistent with agile practices, functional users must have broad access to the evaluation environment to work with technologists on the creation of new capabilities. Mechanisms must be established to enable users to safely try out emerging capabilities from DARPA, IARPA, IQT, and industry within days if not hours. Mechanisms to identify security risks, poor coding practices, and attack vulnerabilities should be automated to understand risk in real time. Development, testing, and evaluation must work hand-in-hand in an environment that produces tools and technology for our analysts, collectors, and warfighters.

► **NEW Task 3.3: Strengthen relationships with Combatant Commands and Service Components through joint innovation pilots**

The men and women of the combatant commands (CCMDs) and the Combatant Components are the linchpin to DoD's success. They are at the forefront of our crisis hot-spots and humanitarian operations.

These warfighters have experienced lessons learned on the battlefield and have created ingenious tools to get the mission accomplished. DIA must leverage that knowledge and bring it into the next generation of warfighting and collection. To leverage these resources, DIA must strengthen ties with each of the CCMDs and the Service Components, surfacing and providing enterprise support for successful CCMD initiatives, driving innovation into the mission-relevant areas, and ensuring that the workforce engages in innovation since their knowledge and experience makes them invaluable to process improvement. DIA, CCMDs, and Service Components must be involved in co-creation of innovative solutions. Through collaborative models, mission challenges and needs can be decisively worked to ensure mission readiness.



**2015 Stretch Objective:** Establish systematic, repeatable, secure, and sustainable mechanisms to enable 30-day mission fielding of IC ITE ready capabilities from industry, academy, and government research.



*“Successful innovation is not a feat of intellect,  
but a feat of will.”*

*— Joseph Schumpeter*

## Our Process

The Innovation Development Process (IDP) is the instantiation of the Intrapreneurial Method at Defense Intelligence Agency (DIA). It is a systematic, agile, transparent process designed to connect need to solution efficiently. Through the IDP, resources can be aligned to the best idea(s) that meet emerging needs to opportunistic or transient for the Agency's formal planning processes. The DIA Innovation Implementation Plan formally establishes the IDP for the enterprise, but the same framework can and should be applied at all levels within the organization to maximize throughput and encourage problem solving as close to the mission "edge" as appropriate. Workforce involvement in problem solving yields greater buy in and lasting change.

Management of the IDP is driven by several values: throughput, quality (return on investment), innovator (IDP customer) service, transparency, and sustainability. The Innovation Advisory Working Group (IAWG) and Innovation Assessment Review (IAR) ensure a flow of innovation initiatives by managing IDP throughput, providing support to innovators and the Innovation Advisory Board (IAB) using a small staff and low overhead. The process is designed to present mission principles with the highest quality set of opportunities for investment.

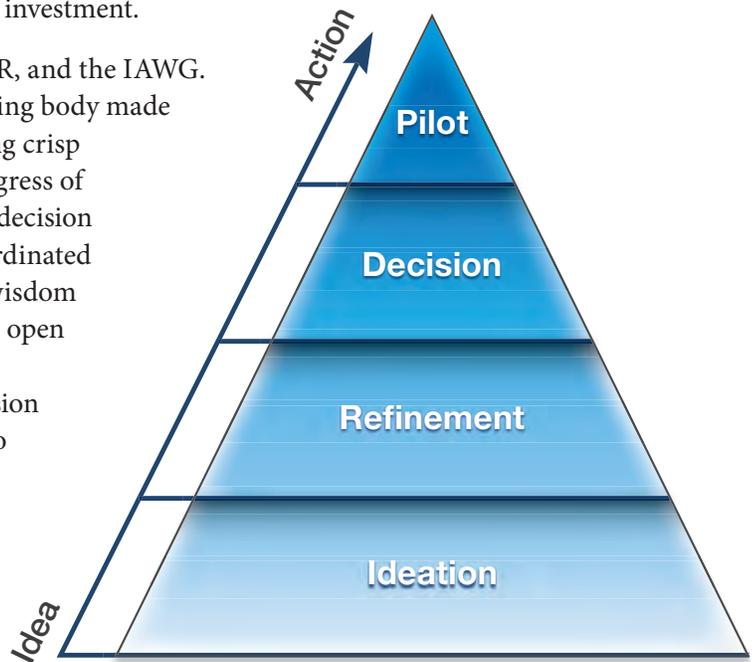
Activities in the IDP center on three groups: the IAB, IAR, and the IAWG.

Chaired by the Chief, Innovation Office, the IAB is a voting body made

up of seniors representing each mission element providing crisp decisions on innovation initiatives while monitoring progress of approved projects. The IAR prepares IAB members with decision support by assuring initiatives have been thoroughly coordinated and planned. The IAWG is the mechanism to apply the wisdom of the crowd (DIA workforce) to vet and refine ideas. It is open to any individual in the Defense Intelligence Enterprise passionate about the delivery of creative solutions to mission needs. Through the IAWG, ideas are "crowd refined" into initiatives and aligned with willing participants possessing the means required for implementation.

This bottom up approach to idea refinement is effective in creating grassroots support for solid ideas by engaging participants from across the enterprise. The IAWG supports and mentors

idea creators helping ensure that all ideas are given the opportunity to find fertile ground and flourish based on their merit—and by doing so, trains a cadre of intrapreneurs through action and experience vice classroom study.



*“Leadership should mean giving control rather than taking control and creating leaders rather than forging followers.”*

*— David Marquet*

## I Want to Innovate!

Defense Intelligence Agency (DIA) is committed to leveraging the full range and scope of forward-leaning ideas from all qualified and interested sources, to include both traditional and non-traditional parties, inside or outside of our organization. For more information, please see our NIPRNET site at [www.dia.mil/innovation](http://www.dia.mil/innovation) or our “Ideas to Action” websites on SIPRNET and JWICS Intelink.

### DIA Employees

Visit the “Ideas to Action” websites on SIPRNET and JWICS Intelink and the DIA’s Innovation Office (INO) site on JWICS for updates and specific details on items below.

#### *I have an idea!*

If you have an idea, the Innovation Development Process (IDP) is designed for you. It is designed to help you socialize and refine your ideas, connect with partners, and find resources to turn your idea into action.

#### *I have a need!*

To find creative solutions to your mission challenges, engage with crowdsourcing tools (to get solutions from the DIA and/or IC workforce) or NeedipeDIA (to get solutions from industry, academia, and external research entities).

#### *I want to help!*

Participating in the IAWG is open to everyone in the Defense Intelligence Enterprise. IAWG participants are needed to coach, refine, and lead the implementation of innovative ideas that meet mission needs. Whether you have a need, an idea, a solution, resources, or the wherewithal to deliver, we have a place for you.

### Industry and Academia

#### *Open Innovation Broad Agency Announcement (BAA) and NeedipeDIA*

DIA published an Innovation BAA via [FedBixOps.gov](http://FedBixOps.gov).

This BAA references a frequently updated list of mission needs called NeedipeDIA. This mechanism is designed to efficiently connect mission elements in need to solution providers. Unclassified needs are published at [www.dia.mil/NeedipeDIA](http://www.dia.mil/NeedipeDIA) and classified needs are published via the NRO Office of Contracts’ Acquisition Center of Excellence (ACE), Intelligence Community (IC) Acquisition Research Center (ARC), or on JWICS via “Ideas to Action” website on Intelink. Check the websites often since needs change regularly.

#### *Cooperative Research and Development Agreement (CRADA)*

DIA is expanding its Cooperative R&D Program. The program allows for the sharing of knowledge, expertise, and other resources in furtherance of unfunded R&D efforts, yielding better outcomes for both government and industry.

### Other Government Entities

DIA is interested in partnering with any and all government entities to share best practices and capabilities. Significant opportunities exist for other government R&D programs in need of a transition partner. These programs can work with us during any stage of project development. DIA is seeking partners to refine requirements; develop challenge problems; co-sponsor; provide access to mission-relevant data sets, systems, and users for evaluation; and identify innovative solutions with potential to impact our mission.



*“Everyone who’s ever taken a shower has had an idea. It’s the person who gets out of the shower, dries off and does something about it who makes a difference.”*

*— Mary Kay Ash*



COMMITTED TO EXCELLENCE IN DEFENSE OF THE NATION