



# INsight

avy Warfare Development Command

*Forward ... For The Fleet*

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## 2012 Innovation Series Special Edition

### RADM Kraft on NWDC's "Innovation Series"

A few months ago, Adm. Harvey asked me to spearhead a campaign aimed at reinvigorating a culture of innovation in the Navy. To do this, NWDC has implemented what we call our "Innovation Series." The first step was to host a Maritime Innovation Symposium to bring leaders together to look at lessons from the past, identify barriers and find opportunities to move the campaign forward. A key finding of that Symposium was the need to bring our junior leaders - both officer and enlisted - into our efforts. That is why we developed the Junior Leader Innovation Symposium, to be held June 6. More information on both of these events is included in this newsletter.

This is just the beginning. We are also establishing the NWDC Speaker Series to be broadcast over Defense Connect Online with opportunities to crowdsource ideas on specific Navy challenges. In the end, we intend to infuse innovation into Navy education at all levels and across the Fleet.

We look forward to your support and participation as we move innovation "Forward ... For The Fleet."



RADM Terry Kraft, Commander, Navy Warfare Development Command

### NWDC Will Host "Junior Leader Innovation Symposium" on June 6

Navy Warfare Development Command is hosting a Junior Leader Innovation Symposium on June 6, 2012, open to all E-5s through O-4s. The Symposium will take place at NWDC's headquarters on Naval Station Norfolk for participants in the Hampton Roads area, and will be broadcast live through Defense Connect Online (DCO) to encourage participation from junior leaders across the Fleet.

Under the theme, "Engaging and Empowering Junior Leaders to Regain Our Innovation Advantage," the Symposium aims to educate junior leaders on the importance of innovation, empower them to contribute new ideas, generate cross-domain discussions and harvest ideas on key issues confronting the Navy.

"Junior leaders must be engaged for our campaign to regain the Navy's innovation advantage to be successful," said Rear Adm. Terry B. Kraft, Commander, Navy Warfare Development Command. "Our young enlisted Sailors and officers are inherently more risk-tolerant, technologically savvy and open to new ways of doing things than their senior counterparts, making them more suited to embracing and adopting innovative ideas and solutions."

Vice Adm. John M. Richardson, Commander,

Submarine Forces, will provide the keynote address. Rear Adm. Kraft will also speak on the importance of innovation.

Lt. Benjamin Kohlmann, the founder of Disruptive Thinkers, a San Diego-based, crowdsourced think tank, focused on linking intellectually curious military officers with successful civilian entrepreneurs, will speak on "Disrupted Innovation: A Junior Officer's Perspective." Capt. Michael Junge of "Sailor Bob" will discuss his experience being a counterculture thinker in a military environment, and Dr. Peter Denning, author of "The Innovator's Way: Essential Practices for Successful Innovation," will provide his perspectives on "Innovation as Practice." Additional speakers will include enlisted leadership and industry professionals.

A pre-event online discussion will begin the collaboration process. Participants will be asked to visit NWDC's Facebook page and contribute ideas and potential solutions to current Navy challenges. The content from the online discussion will be the basis for a workshop during the Symposium, and some of the potential solutions will be brought forward to senior Navy leadership.

Individuals wishing to attend the event can find registration, DCO and other information on NWDC's website at <https://www.nwdc.navy.mil/default.aspx>.



#### NWDC Speaker Series

May 24th: Adm. (Ret) Joseph Prueher

NWDC is launching the "NWDC Speaker Series" as part of its larger "Innovation Series," designed to drive a culture of innovation in the Navy.

The first event features Adm. (Ret) Joseph Prueher, on May 24 from 1 to 2 p.m. EDT. Adm. Prueher was the U.S. ambassador to China under Presidents Clinton and Bush, and will speak on the current and future strategic implications of U.S. China policy.

Prior to joining the State Department, Adm. Prueher was Commander, U.S. Pacific Command. Please visit <https://nwdc.navy.mil/default.aspx> to register.

#### NWDC Mission

Navy Warfare Development Command links tomorrow's ideas to today's warfighter through rapid generation and development of innovative solutions to operational challenges. Our unique synergies and capabilities help move the Fleet forward through the 21st century.

# Symposium Identifies Challenges, Opportunities and Way Ahead



Adm. John C. Harvey, Jr., Commander US Fleet Forces, speaks at NWDC's Innovation Symposium.

More than 150 members from the maritime services, academia and industry gathered at Navy Warfare Development Command (NWDC) for a Maritime Innovation Symposium themed “Regaining the Innovation Advantage...Awakening Our Creative DNA” on Naval Station Norfolk.

The Symposium was the first of NWDC’s “Innovation Series 2012,” aimed at reinvigorating a culture of innovation throughout the Fleet in direct support of the warfighter.

“Most of what I have seen in my years in the Navy has been activity driven, not purpose driven. The organizations and processes we use are purposefully designed to maintain course and speed – not to allow significant change. That is the reason I wanted to hold this conference,” said Adm. John C. Harvey, Jr., commander, U.S. Fleet Forces, in his opening remarks.

“Our choice is simple. We can either innovate today, or be forced to rapidly adapt in the middle of conflict. While we have a strong history of adaptation, we can certainly get some of the big things right beforehand,” Harvey added.

Other renowned speakers engaged the audience in discussions of historical best practices, warfighter challenges, how to harness and increase the Navy’s capacity for innovation, and setting the conditions for an innovative culture. Presenters from the U.S. Coast Guard, U.S. Marine Corps, private sector and non-military governmental agency provided valuable insight on innovation from their perspectives.

During a Flag Panel discussion on “Community Challenges in Need of Innovative Solutions,” the speakers looked at challenges to innovation in cyberspace, undersea and expeditionary warfare, and Fleet readiness.

Several themes emerged from the active discussions, which included real-time “chat” on Defense Connect Online (DCO) with attendees both at NWDC and at remote locations providing direct input into the discussion.

The importance of engaging younger Sailors and junior officers in the innovation process, not only because they are on the tactical front-line of employing innovation outputs, but because of their innate familiarity with modern communication tools was a recurring message. “If you want to think out of the box, you have to involve people that have never been in the box,” award-winning author Capt. (ret) Vic Addison, pointed out.

Overcoming challenges, such as budget constraints, bureaucracy, and risk-adverse “middle management;” recognizing that failure is part of the innovation process; and the importance of defining the problem, were addressed throughout the symposium.

“The symposium provided a baseline frame of reference for innovation and set the stage for a bolder approach to the problems facing us,” said Rear Adm. Terry B. Kraft, Commander, Navy Warfare Development Command. “Now it’s time for action and to move our ideas up the chain and out to the Fleet.”

## Selected Quotes From the 2012 Maritime Innovation Symposium



*“The Navy that this Navy wants to be, the national security enterprise that we have today, wants to be something that is constantly in evolution. It’s not static. It’s not something where you can say we have the definitive formula. So transformation with a little “i” has to be embedded in what people do every day. Just like innovation has to be embedded into what you do every day. This gets back to my favorite definition of culture, which is what people do when the boss isn’t around. And so the question is, are they reading a paperback or are they thinking up some new ideas?”*

**John Kao, Chair, Institute for Large Scale Innovation**



*“The problem becomes whether an organization and its leadership will adapt to the actual conditions they confront, or whether they will attempt to use their vision to interpret what’s happening out there. I would suggest that our capacity to adapt to the insurgency in Iraq from 2003 to 2006 underlined a consistent pattern of attempting to make the events on the ground look like our vision of what was occurring, rather than changing our vision.”*

**Dr. Williamson Murray, Naval War College**



*“Watches to the Swiss were more than timepieces. They were marvelous works of mechanical engineering, and served as heirlooms, jewelry and status symbols as much as second counters. By the late 1980s, the Swiss workforce involved in watchmaking was less than a third of what it had been in 1970, the market share having been absorbed by the Japanese, who heavily invested in quartz technology and understood that the essence of a watch was its ability to accurately tell time. The lesson here is that to really comprehend the nature of paradigm shifts, it helps to understand the essence of the business you are about.”*

**Art Corbett, MCCDC Combat Development & Integration**



*“A lot of times you use tools, and these tools have assumptions built in to them which you probably are not aware of... Revisit old solution approaches with new technologies. Question everything. By questioning everything you will not make yourself a likable person, but it’s something you have to do to be creative.”*

**Dennis Bushnell, Chief Scientist, NASA Langley Research Center**

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