



COMMITTED TO EXCELLENCE IN DEFENSE OF THE NATION  
***One Mission. One Team. One Agency.***

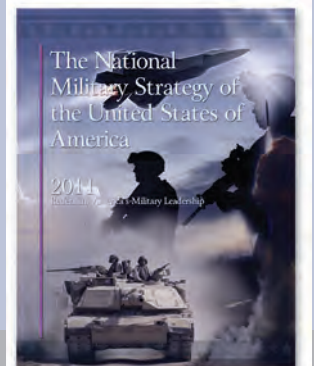
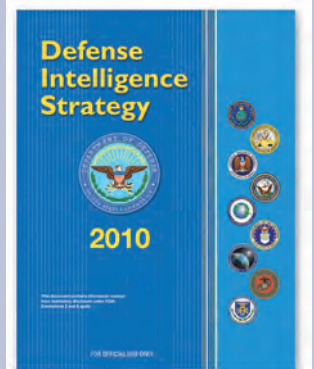
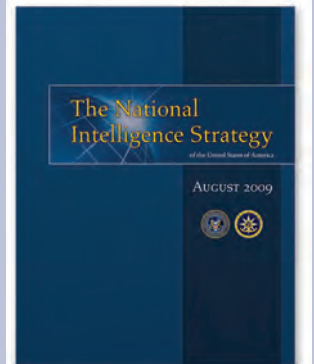
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## 2014 DIA Innovation Strategic Plan





## Innovation Imperative

A dynamic international landscape, growing budget austerity, and a technology horizon where disruption is commonplace create an imperative for innovation. Innovation is the driver for productivity gains, the ability to do more with less. To be innovative, the Defense Intelligence Agency (DIA) must build agility into the core of all activities enabling us to address tomorrow's challenges more efficiently and effectively. An innovation friendly environment enables the best ideas, big or small, to emerge from anywhere, spread rapidly through awareness and supportive policy, and accelerate in growth proportional to impact.

A decade of war has shown that empowered individuals driven to accomplish the mission can overcome any obstacle. We must apply this same urgency to the strategic threats we face. Innovation begins with our workforce, at every level, attacking each challenge by asking “Why can't I...?”, questioning all assumptions, and pursuing solutions with a healthy respect for the practical constraints of our environment. It refuses to accept the status quo when better, faster, more successful paths to mission success can be achieved.

The whole workforce is critical as a part of the innovation team. We must empower problem solvers through bureaucratic, technical, and policy reform to minimize the time, resources, and political capital required to move from good idea to mission impact. Innovation is not solely about technology. It involves people, training, processes, and a host of other activities—we're only limited by our imagination (or lack of it).

The formula for innovation is not a mystery. Across DIA, we have seen that three conditions, when combined, consistently result in rapid adaptation and dramatic mission impact:

- ▶ Mission-focused cross-functional teams;
- ▶ Broad reach into mission relevant data and;
- ▶ Unfettered access to tools with the ability to adapt.

We must scale these conditions to the DIA enterprise by building agility into our core processes and knocking down barriers that hinder the transformation of ideas to action.

Time is short. Our adversaries will not wait for us to adapt (they won't take a strategic pause while we get our act together). Innovation gives DIA an edge putting us on the offensive, reducing the probability of strategic surprise, and defending the Nation against threats that are moving from tactical to strategic. If we fail to innovate, we are on the road to obsolescence. We are committed to drive relentlessly until DIA is established as an innovation leader in the Intelligence Community.



Michael T. Flynn  
Lieutenant General, USA  
Director, Defense Intelligence Agency

## Innovation Office (INO)

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 Agency's 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 has established the Innovation Office (INO). 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 which 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

## Ideas to Action

“Ideas to action!” is the mantra for innovation at DIA. As One Team, we can unleash workforce creativity and productivity by supporting the conversion of ideas to action and action to mission impact. When passionate, mission-driven individuals are given the authority, responsibility, and accountability to act on ideas, transformation is not just possible—it is assured. The DIA Innovation Strategy is designed to systematically remove organizational friction and empower mission driven problem solvers regardless of rank or affiliation to fundamentally transform our value to 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 in the face of bureaucratic friction. Good ideas come serendipitously—not by fiat or facility. Most big ideas start as small ideas generated in situ driven by passionate individuals addressing every day challenges. But in the absence of a supportive environment, many 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 pan out while aggressively pursuing the next good idea. But these practices are often lost in a bureaucracy. Without care, enterprise planning mechanisms designed to control risk can be misapplied (often inadvertently) stunting the development of new ideas and causing stasis to set in. In such an environment, idea creators can become discouraged unable to find mechanisms to mature ideas and yield mission impact.

Our approach to innovation applies the entrepreneurial method which relies on effectuation,<sup>1</sup> i.e. and action/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 substituting bureaucratic control with transparency and mission centric direction, we’ve 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 unwilling and unable to accept the broken practices of the past. 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. 22 Oct 2013.



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

*— Theodore Levitt*

## 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. But innovation is a process of adaptation, resistant to planning, 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 giving control, empowering problem solvers to act on their ideas passionately 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 hard working, 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. 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 creativity 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 displacement of ideas and systems that cannot compete.

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*



## Innovation is everyone's responsibility

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. Good ideas can 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 a 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 stakeholders, and build coalitions to deliver impact. In this way, INO augments 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.

The DIA innovation strategy relies on collaboration. There are mechanisms for all to engage whether inside or outside the agency. Identifying a mission impacting problem, idea, solution, need, or resource is key. Be vigilant. Get involved. Converting “ideas to action” cannot happen without your passion and confidence in our agency, our mission, and our future.

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



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

*— RADM Grace Hopper, USN*



*“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

DIA's **One Team** will improve information dissemination and access to interagency capabilities by leading or joining U.S. whole-of-government networks, while fortifying the foundation and establishing new mission partnerships with other elements of the U.S. Government, academia, the private sector, and foreign partners. 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 sources of knowledge to succeed in its mission.

## DIA Strategic Initiative: Innovation

**To be innovative, DIA must unleash the creativity of the entire workforce:** Unleashing innovation at DIA starts with empowering mission elements. As One Team, each analyst, collector, warfighter, and enabler has an important role in transforming DIA. Passionate 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 available elsewhere in the enterprise and commercial sectors.



*“Nothing is so embarrassing as watching someone do something that you said could not be done.”*

*— Sam Ewing*

## 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>6</sup> captures ideas from the workforce and external sources vetting and refining them through the Innovation Advisory Working Group (IAWG). If “quick win” pilot solutions are achievable, initiatives are resourced via the endorsement of the Innovation Advisory Board (IAB) and approval of the DIA Director and implemented through an Innovation Champion. Solutions that require longer delivery horizons or significant resources are forward to appropriate elements for planning, resourcing, and implementation.

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

Currently, mission elements wait days, weeks, or even months for access to information technology

resources (compute, storage, networking, applications, consulting, etc). Delays create friction handcuffing problem solvers and undermining a “start small, scale fast, fail cheap” environment required for innovation. This is especially troubling since on demand access to information technology (IT) resources by end users has been available through public cloud providers for some time. Through automation, cloud 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 instantly and securely, overcoming barriers that have undermined IT delivery at DIA. Through strategic focus and reform, DIA can reap the full 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 in-situ, new methods can evolve rapidly, and context gained will shape future deliveries.



<sup>6</sup> Details on the idea discovery, refinement, vetting, and funding can be found in the Innovation Development Process Standard Operating Procedure.

*“So much of what we call management consists in making it difficult for people to work.”*

*— Peter F. Drucker*

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 principal 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.



*“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 destruction:** The flow of resources from underperforming capabilities to newer, better ideas. Overwrought bureaucratic structures, organizational stove-pipes, 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 not because of the choices of central planners. Disruptive (paradigm changing) technologies and methods are, by definition, at odds with established procedures and practices and are often discounted by planners versed in established models. Current acquisition and implementation practices rely on the judgment of IT professionals and senior decisionmakers who are poor proxies for the mission elements they seek to satisfy. Decentralized decisionmaking, 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, paradigm changing emergence. The value of disruptive capabilities can only be realized through use — confounding existing requirements driven acquisition practices. 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 federal government budgeting process is essential.

### ► Task 2.1: Increase fungibility of resources

Innovation is enhanced when resources flow to the best ideas — and by extension away from systems that do not provide value. 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 use 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



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

— Picasso

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 an arduous technology implementation process is the tendency to “go bigger” to get things done. What follows is a “too big to fail” mentality with good money following bad and 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 failures, “swing for the fence” initiatives continue to dominate as “start small, scale fast, fail cheap” initiatives go underground or perish in an environment sucked dry of resources. Overcoming this bias requires: an overhaul of decision frameworks that consider only perceived benefit, not a “size-neutral” look at return on investment; 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. “Kiss the ring” approval processes with unclear or subjectively enforced rules favor the insider and undermine innovation at the edge. Existing organizational structures and decision frameworks that make it easier to say “no” than “yes” should be realigned to ensure mission effectiveness is the decision driver. Complex, unwieldy governance structures constrain the solution space and favor yesterday’s technologies, restraining the emergence of new capabilities. 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 unnecessary friction while awaiting approval, eliminating opportunities for subjectivity, while 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 the current “look once” (and usually with significant delay) 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.



*“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 DIA innovation strategy is deference to Joy's Law,<sup>7</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, coalition partners, 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 attacking 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 commonplace. To foster this partnership, DIA will explore new relationships with industry and academia that emphasize greater transparency and openness. DIA must also build stronger 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-creation 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.



<sup>7</sup> Attributed to Sun Microsystems Co-Founder Bill Joy.

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

*— Dr. Linus Pauling*



**Task 3.2: Establish an Open Innovation Gateway**

The open innovation gateway (OIG) is a broadly available (but controlled) environment emulating the architecture and key characteristics of mission systems designed to enable crowdsourcing — supporting the discovery of the best capabilities even if we did not know to ask. A key to crowdsourcing is to include the broadest set of constituents requiring a platform with a low barrier to entry. The environment will contain challenge problems, i.e. unclassified analogs to mission challenges. It will facilitate both analytic and technological outreach giving analysts and field components access to the best ideas available. Through the platform end-users (not just managers or acquisition professionals) can “try before we buy” enabling them to weigh in on the value of new technologies and methods. In-Q-Tel, research activities, and other sources of emerging technologies can use the OIG to showcase capabilities directly to end-users rather than forcing travel to conferences or site visits. Since the environment enforces key standards and emulates mission environment characteristics, promising technologies can be graduated from the environment and fielded rapidly.

**Task 3.3: Establish Continuous Integration Practices and Risk Tolerant Technology Development Environments**

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. The test and evaluation environments will complement and even overlap with the OIG enabling the integration of emerging technologies.



*“If you do not expect the unexpected you will not find it, for it is not to be reached by search or trail.”*

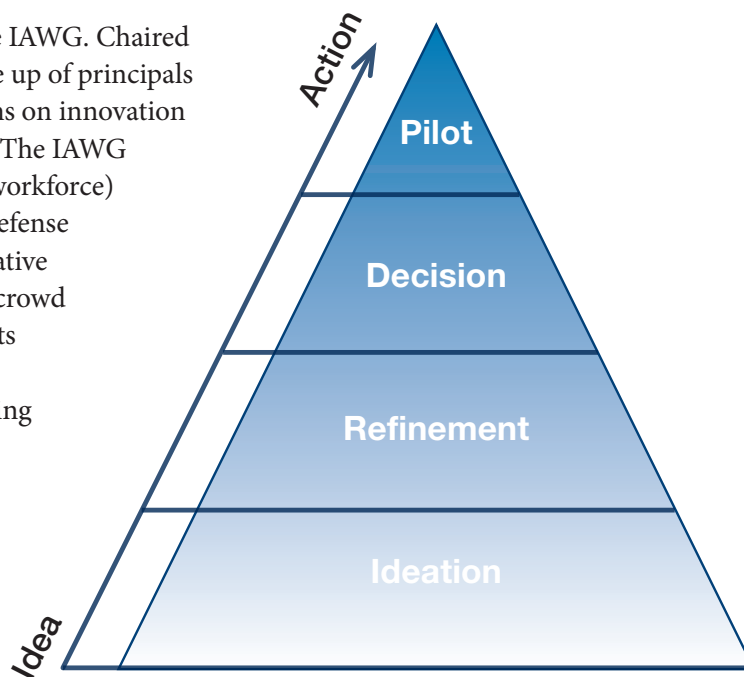
*— Heraclitus*

## The Process

The Innovation Development Process (IDP) is the instantiation of the Intrapreneurial Method at 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 ideas that meet emerging needs too opportunistic or transient for the Agency's formal planning processes. While the DIA Innovation Strategy formally establishes the IDP at the enterprise level, the same framework can and should be applied at other levels in the organization to maximize throughput and encourage problem solving as close to the mission "edge" as appropriate.

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) ensures a manageable 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 principals with the highest quality set of opportunities for investment.

Activities in the IDP center on two groups: the IAB and the IAWG. Chaired by the DIA Deputy Director, the IAB is a voting body made up of principals representing each mission element providing crisp decisions on innovation initiatives while monitoring progress of approved projects. 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!

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 visit: [www.dia.mil/innovation](http://www.dia.mil/innovation)

### DIA Employees

Visit the Innovation at DIA 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 idea, connect with partners, and find resources to turn your ideas into action.

#### *I have a need!*

To find creative solutions to your mission challenges, engage with crowd sourcing tools (to get ideas from the workforce) or Needipedia (to get ideas from industry, academia, and external research entities).

#### *I want to help!*

Participation 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. Please visit us at the Innovation at DIA site on JWICS.

### Industry and Academia

*Open Innovation Broad Agency Announcement (BAA) and Needipedia*

DIA will publish an Innovation BAA via FedBizOps.gov. This BAA references a frequently updating list of mission needs called Needipedia. This mechanism is designed to efficiently connect mission elements in need to solution providers. Visit the DIA Innovation page for directions on how to leverage this model.

#### *Open Innovation Gateway (OIG)*

The Gateway enables the innovator to develop capabilities against high fidelity representations of mission systems without compromising intellectual property.

#### *Unfunded Research and Development Agreement (URDA)*

DIA is expanding its Unfunded 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*



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