



# illuminate AAR

Quantico, VA  
24-26 JULY 2018

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## TABLE OF CONTENTS:

Intro	2
The Mountain Exercise (Condensed)	3
WAGGL Pulse Results	5
Opportunity Statements & Solutions	9
Facilitator Feedback	19
Appendix A: The Mountain Exercise (Comprehensive)	23

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## ON 24-26 JULY 2018

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*13 separate Illuminate Thinkshops were held simultaneously for 325 participants at the USMC Innovation Symposium. The Thinkshops utilized design thinking tools to problem solve a specific set of issues targeted by leadership. The course focused on:*

- Effective communication and collaboration across all ranks*
- The iterative process, rapid prototyping, challenging assumptions, and paradigm shifts*
- Forming team unity, while building confidence in one another*
- Demonstrating the power of diversity and ways to leverage it*
- Empowering our most junior personnel to realize good ideas come from everyone, not just those in charge*

*This report is organized so the big theme takeaways are up front.*

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## THE MOUNTAIN EXERCISE (CONDENSED)

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The following Word Clouds illustrate a summarized outcome of our Mountain exercise, a module that allows participants to voice their ideas regarding their organization's success and the issues that are preventing their organization from achieving that success. What you see below shows what was written/voiced verbatim by the participants during this brainstorming exercise. There are three sections:

WHERE WE ARE:	Where we are not meeting the mark
WHERE WE WANT TO GO:	What makes a "perfect" organization
HOW DO WE GET THERE:	Actionable solutions to reach our "utopia"

The size of each word directly correlates to the number of times it was stated by all 325 participants as a percentage. For a complete list of feedback from this exercise, please see Appendix A on pages 23-32, which includes approximately 700 individual statements made by participants.

### WHERE WE ARE:





[illegible]

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## WAGGL Pulse Results

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Waggl's software improves organizational performance by enabling digital focus groups at scale. These real time pulses deliver actionable insights to leaders and ensure employee voices are heard.

# Marine Corps Thinkshop event waggl pulse

(Jul 20-25 2018)



The Voice:



54  
Answers



586  
Votes

What improvement could be made to better utilize innovation in the USMC and why?

- 1 Accept failure. Good innovation happens after significant failures, think Apple or Ford. Our current aversion to risk is counter to successful innovation. Our deathgrip on tradition is counter to innovation. Our promotion and talent management system, the latter is nonexistent, is counter to innovation.
- 2 Provide fast feedback and rewards to people who provide actionable and productive ideas. Find ways to use lean startup principles to experiment quickly at small levels and get baseline answers.
- 3 Reduce the bureaucracy by flattening the organization. Set aside more funding for innovation without the bureaucracy and barriers. Push r&d out of the labs and more applied environments
- 4 Have mini-warfighting lab organizations in the divisions/wings.
- 5 Refinement of the acquisition process to allow for risk tolerance and rapid prototyping.

### Common Themes

- > Change
  - > Ideas
  - > Technology
  - > Innovation Funding
-



# USMC Innovation Symposium Follow Up waggl pulse

(Jul 26 - Aug 02 2018)



2

The Voice:



68  
Answers



542  
Votes

What is one thing we should start, stop, or continue doing to improve the USMC?  
What would it be and how would you accomplish it?

- 1 Cross organizational cooperation to maximize innovation while reducing redundancy. Small pockets may be improved if they know what others are or have done. Publicize the process and workarounds (UUNS RCO etc) so Marines know how they can either use the process or utilize shortcuts
- 2 Facilitate organizational process education and networking so that more people understand the big picture of how innovation works and who they can talk to to make progress
- 3 Create a data system that allows all Marines to input their interests, special skills, operational/training experience, billet preferences, education preferences, location preferences. Make this data available and accessible to analysts and decision-makers at Manpower.
- 4 More transparency, collaboration, and information sharing among all the organizations associated with identifying and/or developing technologies or solutions to capability gaps.
- 5 Educate Marines on what tools exist already in their toolbox to access existing innovation-acquisition loopholes (like OTA), technologies that have already been fielded by other services, etc.

## Common Themes

- > Innovation Cells
- > Continue Events
- > Innovative Ideas
- > Building Games
- > Different Directions
- > New Tech

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## DAY 1 PULSE:

# Marine Corps Thinkshop event waggl pulse

(Jul 20-25 2018)



The Stats:



93  
People



76  
Respondents



I currently feel empowered to create positive change in the MC.

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## DAY 3 PULSE:

We believe this significant jump in empowerment is a direct result of this Symposium: **55% on Day 1 to 81% on Day 3**

# USMC Innovation Symposium Follow Up waggl pulse

(Jul 26 - Aug 02 2018)



2

The Stats:

 70  
People

 67  
Respondents

81%

I feel more empowered to innovate within the USMC as a result of attending the symposium and listening to the Commandant.

79%

I would recommend the Illuminate Thinkshop (facilitated portions of the Symposium) to others in my organization.

78%

I believe my contributions at the symposium will impact the Marine Corps.

85%

I plan to attend the USMC Innovation Symposium next year and will recommend to others in my command.

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## THE OPPORTUNITY STATEMENTS & PRESENTATION BLUFs

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The following opportunity statements were created by the attendees based on where they believed the USMC needed improvement. Attendees were then given approximately 75 minutes to problem solve using design thinking tools focused on "how to think" not "what to think" followed by 180 minutes of refining and polishing their actionable and tangible solutions into presentable pitches for their final culminating project. At the end of the process, each group gave a brief presentation.

**Working Group 1:** What cultural changes can be enacted to empower individual Marine innovation?

**Working Group 2:** What actions need to be taken to incorporate emerging technologies into the ACE, LCE, GCE and CE?

**Working Group 3:** How can innovation be seamlessly incorporated through the requirements and acquisition process to accelerate emerging capabilities?

**Working Group 4:** How can the human resource development process be modernized to enhance talent management?

Videos of each presentation were recorded and are available for viewing at the following link:

<https://www.youtube.com/playlist?list=PLsc2Z6znXJqb723wRshoSZ4lpRlZK-BHY&playnext=1&index=1>

This link provides a playlist of all presentations. Toggling through all 36 presentations can be accomplished on the right side of the menu where you can skim the descriptions/titles. Please recognize these are raw and unrefined pitches put together in a very short time. While they are not mature solutions, they are meant to show you the art of the possible when we break down silos and work together towards a common goal.

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## SOLUTIONS FROM WORKING GROUP 1: 9 SOLUTIONS

**OPPORTUNITY STATEMENT:** What cultural changes can be enacted to empower individual Marine innovation?

**SOLUTION:** Innovation Program - Technology - Have an innovation program to track changes in Civilian technological development and keep USMC units to be up to date on the cutting-edge technologies and how we can utilize them.

**IMPACT:** Service level program, a list of new technologies on the Commandants website that commands will be responsible for choosing items from that list. Marines can become SME's on emerging technologies and develop COAs on how their unit can use the technology and how it can affect the USMC.

**VIDEO LINK:** <https://youtu.be/SkQWeWiza2Q>

**SOLUTION:** Unit-Level Guidance for Innovation - Capturing innovation at the grass-roots level to capitalize on unit-level ideas which will allow them to transfer to action-level leadership and be indoctrinated. Putting guidance into action at all possible opportunities including during unit-training, formation, etc.

**IMPACT:** To encourage and recognize Marines at all levels for creative thought and specifically focused on the on-the-ground echelons that are operational.

**VIDEO LINK:** <https://youtu.be/Ip5gnBqBPxY>

**SOLUTION:** Innovation with a Problem - Commanders will submit questions to appropriate PME schools (to be fielded by USMC units) to submit answers to the commander and foster innovations.

**IMPACT:** Units will be given the needed guidance to innovate, collaborate, and provide answers to critical questions leadership need answered.

**VIDEO LINK:** <https://youtu.be/vcv7GuhD8vM>

**SOLUTION:** Regimental Innovation Cell - Create a cell designated for innovation efforts that includes at least three Marines per Regiment with the resources and education to lead innovation efforts in their units.

**IMPACT:** Addressing and solving warfighter needs and providing benefits to the Commander's intent.

**VIDEO LINK:** <https://youtu.be/rD4CR4TMmAU>

**SOLUTION:** Innovation Roadshow - More Marines, especially Enlisted, need more exposure and opportunity to the Innovation Symposium - Establish the "Innovation Roadshow", a small (4-5) cadre of people who travel to different Marine units or regions to host and facilitate Thinkshops across the MC using local problems identified by CGs.

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**IMPACT:** More Marines would be exposed to innovative ideas and be provided the opportunity to participate in the Innovative Roadshow Thinkshops which enables empowerment to Marines at the individual/unit level solving their own problems.

**VIDEO LINK:** <https://youtu.be/9P8sxZZQCrc>

**SOLUTION:** Lost Culture of Innovation - Launch an "Every Marine an Innovator" campaign and establish the Innovation Center of Excellence (ICE). We are promoting a culture of innovation first by making it clear that we expect all Marines to be innovators (i.e. campaign). Second, we propose a venue for which innovation can be developed, fostered, and grown (i.e. ICE). ICE may include innovation courses, partnerships with academia, a makerspace, and a secondary MOS.

**IMPACT:** Marines are clear of what their role as an innovator means, and USMC provides the venue for which they can find, develop, and grow their skills as an innovator.

**VIDEO LINK:** <https://youtu.be/kVKYRc1Angc>

**SOLUTION:** Innovation: Define then Act - Marines need a framework or a focus in which to innovate - Establish "Threat Force (THREATFOR) Teams" for each MEF. Each MEF is aligned with an AOR and will identify their #1 adversary. THREATFORs will be identified and given the time, trust and top cover to innovate all the various ways and train each other in which the adversary can be defeated. They are provided a specific threat focus and a framework in which to innovate.

**IMPACT:** Innovation is threat-specific and at the MEF level. USMC will have a collection of innovative ideas that are threat-specific and enables THREATFOR teams to be more agile.

**VIDEO LINK:** <https://youtu.be/rJ3hPwJH6os>

**SOLUTION:** Performance Based Promotion System - Redevelop evaluation system to prioritize MOS expertise and innovation.

**IMPACT:** Increased retention of innovative leaders that, in turn, facilitates more innovation.

**VIDEO LINK:** <https://youtu.be/9MWbV-fO-ZQ>

**SOLUTION:** Marines are the Offset to the Status Quo - This solution focuses on targeted recruitment for skillset, credit for civilian expertise in lieu of the MOS pipeline, creating a more mature, experienced force and assessing or selecting after 1st enlistment.

**IMPACT:** Delivers a force posture to decisively win the next fight.

**VIDEO LINK:** <https://youtu.be/jx6dW5DDqu8>

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## SOLUTIONS FROM WORKING GROUP 2: 9 SOLUTIONS

**OPPORTUNITY STATEMENT:** What actions need to be taken to incorporate emerging technologies into the ACE, LCE, GCE and CE?

**SOLUTION:** Transforming the Marine Corps for the Information Age - Rewrite our strategic doctrine, remove roadblocks that are against this way ahead, and bolster capabilities by incorporating high performance computing, deep learning, AI and human interface technologies.

**IMPACT:** To transform the Marine Corps into a lethal capability able to dominate in the Information Age, we must not only rapidly incorporate emerging technologies into all elements of the MAGTF and be prepared to boldly transform our operating concepts in new ways to better enable the Marine Corps to achieve tactical advantage against future pacing threats. We can gain an advantage over a larger force to accomplish our assigned direction under the National Defense Strategy.

**VIDEO LINK:** <https://youtu.be/3UUUW114m7Q>

**SOLUTION:** MARLOG Prime - Accept risk within acquisition policy to allow us to incorporate new technologies.

**IMPACT:** Emerging technology is obsolete by the time it is in the hands of the warfighter. With MARLOG Prime, modern technology goes from industry to end-user in less than six months.

**VIDEO LINK:** <https://youtu.be/4pmc4geMYy8>

**SOLUTION:** Innovation Marine B-Billet - Identify Marines interested and motivated to advance Marine Corps innovation process and solutions. Send them through academic training followed by a fellowship and a civilian organization that will provide exposure to other innovators. Following the fellowship, the Marine Innovator joins a Marine Corps unit such as MCWL to apply their innovation skills.

**IMPACT:** Marine Corps lacks an innovation culture that fosters technological solutions to current and emerging problems. This method would instill innovation culture in the Marine Corps.

**VIDEO LINK:** Video Unavailable

**SOLUTION:** Rapid Procurement Process - The solution would be to implement a rapid procurement program from the bottom-up to incorporate emerging technologies from the public-private partnerships (buy, try, decide).

**IMPACT:** The Marine Corps procurement program is too long to keep up with the emerging technologies. This procurement process will put the Marine Corps on pace with emerging technology.

**VIDEO LINK:** <https://youtu.be/VmAsKPC4tbs>

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**SOLUTION:** Issues in Emerging Technology - Assigning people who are interested in the program for specific emerging technologies to learn and then disseminate the product to the Corps.

**IMPACT:** Information on what new technology is out there is not readily available to the USMC as a whole and there is not an education method in place to organize and operate the technologies being pushed through. Assigning personnel to this task allows for better product and more personal investment in the job, which will produce more education and better disseminated information on emerging technologies to the Corps.

**VIDEO LINK:** <https://youtu.be/TpEYwaHF8Lw>

**SOLUTION:** Innovator Exchanges - Establish an exchange program that sends junior leaders to research and engineering labs, as well as engineers and designers to outside innovative exercises.

**IMPACT:** A lack of knowledge and mutual understanding between developers and junior leaders at the tactical edge prevent timely and effective feedback from the OPFOR from reaching the developers. This results in equipment poorly suited to the needs of the fleet, slower pace of innovations and limits in the utility of experimentation. Through Innovator Exchange programs, developers will better understand the needs and requirement of the force and Marines will better understand the way their gear is designed and built. Because of this, they are better able to experiment and vocalize their needs and propose solutions to every problem encountered. Both groups will also develop relationships and POC's that foster a shared culture of innovation.

**VIDEO LINK:** <https://youtu.be/MVgdJSD24Mk>

**SOLUTION:** Introduction to Emerging Technologies - Incorporate overview of new emerging technologies at the SNCOA (PME).

**IMPACT:** Marines cannot incorporate technologies for which they are unaware. Increase cultural awareness of emerging technologies and provide a solution for immediate delivery of new information.

**VIDEO LINK:** <https://youtu.be/bx0ejrLvJXk>

**SOLUTION:** Warfighter Access to Current & Emerging Technologies - Create a repository of emerging technologies that can be accessed by Marines, as well as industry partners, that is monitored and updated.

**IMPACT:** Existing solution and innovative technologies are often stovepiped to a specific part of the MAGTF and are therefore unknown to the rest of the Marine Corps. With this solution, companies create unique solutions to help Marines solve critical issues. These solutions could help our force but there is not a single method to collect and maintain that information.

**VIDEO LINK:** <https://youtu.be/EQ2eCJX4Wgg>

**SOLUTION:** M.I.T. - Your Local Innovation Partner - Create an innovation team at the regional/MAGTF level consisting of subject matter experts that find solutions using current and emerging technologies and have the ability to

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implement the process within 3-6 months.

**IMPACT:** Operational units aren't able to incorporate current and emerging technologies fast enough to use towards operational requirements. With this solution, units will get what they need faster without impacting their current workload.

**VIDEO LINK:** Video Unavailable

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## SOLUTIONS FROM WORKING GROUP 3: 11 SOLUTIONS

**OPPORTUNITY STATEMENT:** How can innovation injects be seamlessly incorporated through the requirements and acquisition process to accelerate emerging capabilities?

**SOLUTION:** TIE-C (Trigger Puller Innovator Engineer Centric) - Warfighter should lead the process vice a bureaucracy.

**IMPACT:** Relevant solutions fielded faster.

**VIDEO LINK:** <https://youtu.be/d0DkiVpx3C8>

**SOLUTION:** U.N.I.T.E. (Understand, Network, Incentivize, Try and Train, Employ) - A holistic method for reviewing and employing innovative ideas into the force.

**IMPACT:** Informs, shapes and advocates the requirements and acquisitions process.

**VIDEO LINK:** <https://youtu.be/mnw2jNhhwNw>

**SOLUTION:** Innovation Investment Bridge - Establish service-based rapid prototyping funds.

**IMPACT:** Ensure rapid transition of capability to the fleet/force.

**VIDEO LINK:** <https://youtu.be/9bxnOE8Nw7U>

**SOLUTION:** Accelerators - Establish cross functional tiger-teams to accelerate promising technologies into acquisition.

**IMPACT:** Rapid transition and delivery of emerging technology to the warfighter.

**VIDEO LINK:** <https://youtu.be/jkNjZrcrJ0g>

**SOLUTION:** McCollaboration (Get the word out) - Creation of innovation one-stop-shop webpage with communication campaign.

**IMPACT:** Quick wins through effective dissemination.

**VIDEO LINK:** [https://youtu.be/6xUwsHSfo\\_4](https://youtu.be/6xUwsHSfo_4)

**SOLUTION:** Information Campaign - Educate Marines, exploit competence of individual Marine. Conduct roadshow, educate on venues/processes, and provide POCs for innovation with gradual transition to website.

**IMPACT:** More opportunities created to explore technical innovation ideas.

**VIDEO LINK:** <https://youtu.be/eHHvht1S25E>

**SOLUTION:** Education, Communication, Collaboration will foster Innovation! - Information campaign plus collaboration website.

**IMPACT:** Enable innovation that increases Marine Corps capabilities.

**VIDEO LINK:** [https://youtu.be/Oxpjli\\_I\\_Ak](https://youtu.be/Oxpjli_I_Ak)

**SOLUTION:** Warfighter Centric Design Portal - Re-use of the "idea portal" to allow warfighters to inject, through crowdsourcing, into requirements process through PM posting requirements and warfighter engaging in a virtual dialogue on initiative.

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**IMPACT:** Reduction in cycle time and funding in requirements and procurement process and a great analysis of requirements and solutions. More eyes on target.

**VIDEO LINK:** <https://youtu.be/RKjlyDagrgw>

**SOLUTION:** Acquisition MOS for Junior Officers - Pilot to determine impact of early exposure of Marines to the Acquisition Process, Laws and regulations through MOS certification prior to grade of O-4.

**IMPACT:** Primary impact is inclusion of junior officers in acquisition process, challenge to process, and an understanding of acquisition process residing in lower ranks in the field.

**VIDEO LINK:** <https://youtu.be/CNRKSIL-Qzs>

**SOLUTION:** Marine Corps Fellowship Program - Program of academia and lab personnel paired with recently returned from theatre MAGTF Marines to provide new views/solutions on top five capability GAPS.

**IMPACT:** Innovation inject program will provide innovative solutions aligned with Marine Corps Operation 2025 and the Commandants service level experimentation priorities to the appropriate Capability Integration Office.

**VIDEO LINK:** Video Unavailable

**SOLUTION:** Corporate Innovation Cell - Development of a fluid Innovation Cell to overcome obstacle in policy, processes and organizational structures inhibiting innovation at the enterprise level with authority to implement change.

**IMPACT:** The replication, at an enterprise level, of the NexLog concept, allowing the rapid identification of barriers and implementation of solutions fostering innovation.

**VIDEO LINK:** [https://youtu.be/ZPpG4puN\\_iY](https://youtu.be/ZPpG4puN_iY)

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## SOLUTIONS FROM WORKING GROUP 4: 10 SOLUTIONS

**OPPORTUNITY STATEMENT:** How can the human resource development process be modernized to enhance talent management?

**SOLUTION:** Talent MGMT - Development of an interactive web-based application to track an individual's schools, skills, and road map skills.

**IMPACT:** How do we manage talent within the Marine Corps by improving the HRO program? This solution will provide a visual interactive career progression tool to allow Marines and OCCFLD sponsors/managers and MOS Monitors to optimize assignments and maximize opportunities and skill Sets.

**VIDEO LINK:** [https://youtu.be/OwM\\_1HVzvtc](https://youtu.be/OwM_1HVzvtc)

**SOLUTION:** Improve the HRDP to Better Manage Talent - Create a metrics-based assignments process.

**IMPACT:** We are attempting to manage talent in a 21st century organization with 20th century methods. This new assignments process will allow us to better assign Marines, manage skills and talents, and properly incentivize Marines.

**VIDEO LINK:** <https://youtu.be/MNczCufbgLI>

**SOLUTION:** Live Training & Readiness Manuals in MCTIMS - Allow communities to manage their Training & Readiness manuals as a live document in MCTIMS.

**IMPACT:** Current review process has a three-year battle rhythm that takes five years to accomplish. Live manuals provide commanders with in-stride, relevant training standards tied to DRRS, allowing units to implement progressive training as requirements evolve.

**VIDEO LINK:** <https://youtu.be/QI5V2xagAvg>

**SOLUTION:** Assignment Reform - Digital capitulation of individual qualifications and an integrated system to provide qualified billet openings.

**IMPACT:** The assignment process is lacking individual involvement and ownership in skill mismatches and poor future retention results. This solution will result in 83,000 man hours refocused in monitor engagement; increased leadership engagement on individuals' career progression; and operationalization of CMC Leadership Development Order.

**VIDEO LINK:** <https://youtu.be/qilhljD8Dus>

**SOLUTION:** Retention Tier System: Quality Over Quantity - Revamp for even emphasis on MOS-related talents vice just basic Marine skills.

**IMPACT:** Current retention tier system does not account for "Whole Marine". This retention system will result in overall enhancement of talent pool for Marine Corps talent management development.

**VIDEO LINK:** <https://youtu.be/lcaHJFqdjgI>

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**SOLUTION:** Talent Management - Development of software that highlights a Marine's interests and credentials for leaders to utilize.

**IMPACT:** Talent exists that is not utilized and this ultimately wastes money, time, and Marines' careers. Proper talent management will result in the following: improved career retention, Marines and Sailors will highlight themselves in a field of interest, the creation and sustainment of SMEs, and utilization of available talent and resources.

**VIDEO LINK:** <https://youtu.be/dT5AWrrKGsw>

**SOLUTION:** SME Incentive Pay, \$100/month, 10/O-Level unit, 20/MAIS - Incentive pay of \$100 per month for designated SME.

**IMPACT:** Preserved talent pool; attainable goal for junior Marines to strive for improving overall MOS proficiency and unit readiness.

**VIDEO LINK:** <https://youtu.be/Hvt1MB8gd0M>

**SOLUTION:** Transparency in the Assignment Process - Develop a transparent process for assignments with input from the Marines themselves.

**IMPACT:** The Marine Corps does not have the ability to harness the human potential of the individual Marine. With this solution in place, the Marine Corps would improve its ability to put the right person in the right job.

**VIDEO LINK:** <https://youtu.be/wEPmm-xOnlI>

**SOLUTION:** C-Suite Insights - Corporate advisory board.

**IMPACT:** The Marine Corps does not have the right billets with the right people at the right time. A corporate advisory board would provide new ideas and perspective, which we do not currently have visibility of in the short-term, as well as deep modernization at an enterprise level in the long-term.

**VIDEO LINK:** <https://youtu.be/IikevjoxWrk>

**SOLUTION:** Retention of the Most Qualified Marines - 360-degree leadership evaluations; decouple promotions from TIG/TIS.

**IMPACT:** The current HRDP does not utilize metrics that adequately identify the most talented and qualified Marines. This solution will create a more concrete set of metrics which can better judge the quality of a Marine and create a more flexible system so that leadership can advance high performers.

**VIDEO LINK:** [https://youtu.be/t3I\\_Ghm8Ql4](https://youtu.be/t3I_Ghm8Ql4)

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## FACILITATOR FEEDBACK.

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Below is a compiled list of our insider perspective. These are our unfiltered observations from the participants themselves:

- Members felt there was little ability/capability at their level to truly effect change within the institution due to the scope of the problems presented. There is a concern that the only way for change to occur from the "grassroots" is for it to occur through sudden, abrupt change. However, as shown in the WAGGL results, this event increased their empowerment to effect positive change dramatically (see Page 8).
  - There was considerable angst amongst the participants that innovation is desired and being pushed without a true understanding of what breeds innovation. This includes a desired end state.
  - The junior Marines are energetic and willing to innovate and take ideas to completion. We recommend rewarding this energy and drive through enactment at all levels.
  - The shared opinion of participants was that the Marine Corps has innovation processes but they are not readily available in one central location for all to see or be shared with the lower ranking Marines. We believe this is why there are recurring themes across the different working groups and small groups.
  - Participants believed innovation is stifled at a bureaucratic level because of the many checkpoints required in order to be approved for action or implementation. Numerous Marines said they could not go outside their chain of command to speak with another command about their advancements and lessons learned. We believe this to be an extremely detrimental mentality.
  - The requirements and acquisition process is not well understood or publicized. Throughout the course of the Symposium, multiple times, someone would share an idea, and someone else would inform them their idea was already in existence. This highlights that the process is extensive and cumbersome with a general lack of knowledge about what programs are available and how to navigate them.
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- Repeatedly, we received the following feedback: A slow culture change must occur to realize the full potential of the participants and the entirety of the Marine Corps. The Symposium brought out many great ideas, but some were cast aside/tempered by the Marine culture, and did not make the final cut.
  - It was refreshing to many to hear that leadership knows many of these proposed problems exist. By involving Marines at all levels into the problem solving process, personnel will gain the buy-in to go after these pitfalls, making themselves, their command, and the institution better at every level.

We tailored our training specifically for this group. It was a fantastic collaboration with your people and we appreciate the time we were given to help influence positive change in our USMC brothers and sisters! **Special thanks to Capt. Ryan Steenberge, Jennifer Walsh, and Amanda Grech for being wonderful hosts and POC's during our visit!**

Additionally, we could not have done this without the help of the illuminate chapters that answered the call to help!

## OUR FACILITATORS

We are VERY proud of the following illuminate chapters who joined us to influence positive change within the USMC, making this event possible:

Navy Special Warfare Group 10

LCDR David Tarr

LT Christen Cotten

Transient Personnel Unit

ABF2 Megan Shannon

NCC Jascha Janssen

AOCS Craig Donald

Southwest Regional Maintenance Center

EN2 Stephanie Csitkovits

AT3 Pamela Rotan

Navy Expeditionary Combat Command

Mr. Steven Rowell

LCDR Chris Ferguson

LT Jay Sarcone

LCDR John Ruggiero

Operational Test and Evaluation Forces

LCDR Joseph Felder

LT Michael Kaehler

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Reserve Forces	YNC "V" Sundermier
	ET2 Marquez Timmons
Navy Cyber Defense Operations Command	Dr. Rebecca Siders
	IT2 Michelle Lambert
	Mr. D. Raul Zevallos
National Guard Bureau	Ms. Lisa Balzereit
III Marine Expeditionary Force	LtCol Lonnie M. McGhee
	WO Christopher L Farnsworth
Commander Task Force 76	LTJG Lindsie K. Sooter
Seventh Fleet	CDR Matt Kolb
USAF Air Education and Training Command	Maj Guilene Derisma
	MSgt David Hill
2nd Battalion, 25th Marines	Maj Ken Tarr
Manpower and Reserve Affairs	LtCol Mark McCarroll
	Mr. John Rafael
	LCpl Mackenzy Dyer
	Sgt Kayla Soles
	Maj Grant Callahan
	Mr. Tony Rahatt
	SSgt Peterson Jeanpierre
	Sgt Trea Kuhns
	Mr. Brian Gahagan
	Maj Aaron, Glover
	Sgt Dan Lyons
	LtCol Ric Medal
	SSgt Sara Nyambok
	SSgt Aisha De La Fuente
	Capt Dustin Allen
	Mr. Christopher Blais
	Sgt Marisol Huerta
US Fleet Forces Command	LT Meghan Wilkens
	LT John Hawley

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## SUGGESTED READINGS & VIDEOS.

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The following books and videos were referenced during the courses by participants and facilitators.

**NORMAN DOORS** by VOX

<https://www.youtube.com/watch?v=qtCEoGyfsxk>

**TEAM OF TEAMS** by Stanley McChrystal

**PUZZLE OF MOTIVATION** TED Talk by Daniel Pink

[https://www.ted.com/talks/dan\\_pink\\_on\\_motivation](https://www.ted.com/talks/dan_pink_on_motivation)

**SCHOOLS KILL CREATIVITY** TED Talk by Sir Ken Robinson

[https://www.ted.com/talks/ken\\_robinson\\_says\\_schools\\_kill\\_creativity](https://www.ted.com/talks/ken_robinson_says_schools_kill_creativity)

### Questions or Concerns?

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Working under VADM Bruce Lindsey at USFF, we facilitate this team-building thinkshop on effectively communicating and collaborating using human centered design/design thinking as well as many other mental tools. Our After Action Report is unconventional, blunt, and intended to provide you with the results of our thinkshops. These AARs are normally sent directly to the top of the chain of command for all of our thinkshops in order to ensure nothing is filtered before reaching leadership. We are happy to engage with you and/or your staff if you have any questions.

Very Respectfully,

LT Meghan Wilkens

LT John Hawley

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## APPENDIX A:

# THE MOUNTAIN EXERCISE (COMPREHENSIVE)

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The following lists illustrate the ENTIRE outcome of our Mountain exercise, a module that allows participants to voice their ideas regarding their organization's success and the issues that are preventing their organization from achieving that success. What you see below is a complete list of what was written/voiced verbatim by the participants during this brainstorming exercise. There are **three sections**: 1) '**Where we are**' takes into account all of the places 'we' are not meeting the mark/falling short of the status quo. 2) '**Where we want to go**' is utopia. 3) '**How do we get there**' are actionable solutions.

### WHERE WE ARE:

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| <ul style="list-style-type: none"> <li>• Coordination</li> <li>• Too much Red Tape</li> <li>• Lack of long term vision</li> <li>• Communication</li> <li>• Thinking</li> <li>• Developing Requirements</li> <li>• Sub-organizations not thinking of the program as a whole</li> <li>• Uncommunicative expectations</li> <li>• Timeliness</li> <li>• Acquisition Process</li> <li>• Communication</li> <li>• Red Tape</li> <li>• Non Value-added meetings</li> <li>• Unclear vision</li> <li>• Antiquated process</li> <li>• Apathy</li> <li>• Tools for the Job</li> <li>• Communication</li> <li>• Shut up and Color</li> <li>• Risk Tolerance</li> <li>• Product focused</li> <li>• Giving Authority to the Ignorant</li> <li>• Chain of Command</li> <li>• Marines lack adequate training</li> <li>• Organization</li> <li>• Political Correctness</li> <li>• Fiscal Responsibility</li> <li>• Funding</li> <li>• Lack of ownership of issues</li> <li>• The Running of the Bulls</li> <li>• Lack of infrastructure</li> <li>• Managing and/or establishing priorities</li> <li>• What is my lane again</li> <li>• Micromanagement</li> <li>• Taking care of each other</li> <li>• Leadership</li> </ul> | <ul style="list-style-type: none"> <li>• Not promoting officers above zone</li> <li>• Lack of enterprise collaboration/solutions</li> <li>• Enlisted PME status:check in the box</li> <li>• Online training/stand downs are not realistic or meaningful</li> <li>• MC responds too quickly to politics, too reactionary to political climate</li> <li>• Very little Integration with FLEET</li> <li>• Leadership vs MGMT</li> <li>• [micro] managers, not enough LEADERS</li> <li>• Service limits should go away</li> <li>• Lack efficiency time/money/resources</li> <li>• Risk Averse Leadership</li> <li>• Too many information management systems, creates redundancies, less efficiency, silo comms, etc.</li> <li>• Cookie cutter approach to who is qualified to command/lead</li> <li>• Losing too many good Marines</li> <li>• FITREP design is flawed</li> <li>• We are a 2nd land Army</li> <li>• "Rock, Paper, Rank"</li> <li>• We have no predictive technology and don't hire the talent (e.g. analysts, engineers, scientists) to use the technology we do have to its full potential</li> <li>• No opportunities to develop skills/talent</li> <li>• Overall lack of innovation</li> <li>• IT belongs to C4, not ALL of us</li> <li>• Focused on tactical success only</li> <li>• Awards fail</li> <li>• 5th generation technology, but only 2nd generation warriors</li> <li>• We don't budget well, we have "rob Peter to pay Paul" budgeting model</li> </ul> |
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### WHERE WE ARE (CONTINUED):

- Lack of oversight
- Counseling vs Mentorship
- Enlisted PME Lacking
- Boot camp like 1940s
- Battle Rhythm/Time Management
- Training to a time vs standard
- Staff is too large to flow
- Set in their ways/old ways
- Explaining Traditions and courtesies
- Not being flexible outside your MOS
- Grow where you are planted
- Initiative
- Readiness vs Tempo
- Command Structure
- Zero Defect mentality
- Passing information
- Favoritism-Relationships vs performance
- Lack of trust in subordinates
- "It's how it has always been done"
- Traditional Mentality
- Prioritize efforts vs all will get done
- Command Structure is lacking the ability to relate to the junior levels
- Method/time for passing information to the lowest level
- Antiquated Table of Organization/Equipment
- IT waivers for things that should need them
- Single point failure
- Delegation doesn't happen
- Process of approval to get things done
- Less meetings
- Rigid T0 structure. Feeling like a billet has to be filled because it's on the T0. Could be a collateral duty instead of a T0
- Thinking outside the box, higher rank disregards lower rank ideas
- Always making plans not achieving goals
- What we have is what we have
- Stay within comfort zones
- Logistics
- No time allotted for someone to gain the education
- Lack of care from higher ups and pushing new programs out with lengthy turnover process
- Culture. Managing up
- Customer outreach
- Open source outreach
- Culture of risk of action versus risk of inaction
- Need higher skilled individuals
- Waste manpower hours due to lack of technology
- Try to predict equipment failure without the OEM doing it first
- All equipment treated as if it's a rental car
- Stray from the mission
- Don't hire right talent (or pay) to work with technology we have
- Holding stand down will not fix problems especially when problem lies with leadership
- Some leadership is focused on things they shouldn't be and have to end up micro managing
- When PME is complete, it's Fake News
- Failure to upgrade equipment, therefore, we work with antiquated systems
- Few systems are integrated, cannot truly collaborate around the world or during real time
- Micromanagement
- Taking care of each other
- Leadership
- Lack of oversight
- Counseling vs Mentorship
- Enlisted PME Lacking
- Boot camp like 1940s
- Battle Rhythm/Time Management
- Training to a time vs standard
- Staff is too large for the intent to flow
- Set in their ways/old ways
- Explaining Traditions and courtesies
- Not being flexible outside your MOS
- Grow where you are planted
- Initiative
- Readiness vs Tempo
- Command Structure
- Zero Defect mentality
- Passing information
- Favoritism-Relationships vs performance
- Lack of trust in subordinates
- "It's how it has always been done" mentality
- Prioritize efforts vs all will get done
- Command Structure is lacking the ability to relate to the junior level
- Method/time for passing information to the lowest level
- Antiquated Table of Organization/Equipment
- Steeped in culture and image
- Broken and outdated
- Fear of failure and risk aversion
- Not prepared for the long war
- Experts in doing more with less
- Growing bureaucracy
- Confident, capable, strong
- Growing in structure, size, and technology
- USMC in a learning phase in regards to change, technology, and youth (generation gap)
- 10 years behind on IT adoption and implementation
- Heavy. Non-expeditionary
- Willing to innovate but not if it impacts training



**WHERE WE ARE (CONTINUED):**

- Lack of accountability/ownership
- Let's make a binder: But the binders are never looked at or utilized
- Procurement process needs improvement
- Risk averse
- Program Records
- Myriad of apple carts
- A lot of people ok with mediocrity
- Organization lives in the past
- Significant problem with stove pipes
- Multitasked over several functions
- Change takes time
- Overly risk averse
- Duplication
- Purpose and direction
- Growing pains
- Decision making availability/time to absorb, learn, and decide
- Charge number
- Lost in schedule and timelines
- Undermanned
- Flexible and multitasking
- Lots of demands on people time
- Leadership is fearful
- Too many meetings with too many charts
- Living in the past
- Forgot the lessons of the past
- Not sure of who does what
- Obsessed over process and against loopholes
- Strategic direction
- Risk averse
- Finds a way to succeed
- Cross functional innovative working groups to meet a common goal
- Clear objectives from leadership
- Attempts to empower people for leadership
- Focus on supporting the marines
- Keeps it simple
- Listens to anyone
- Focus on product vs. conduct
- Usually doesn't micromanage
- Empowers people to innovate
- Understands Work life balance
- New ideas are considered in thoughtful and practical ways
- Flexible multi-taxing
- Leadership growth/training
- Lack of peer review
- Admin Reporting at BN level
- Reliance on Legacy System
- Equipment Purchasing Process
- Too many databases
- Annual Training Requirements
- Refusing to follow/accept strategy
- Cultivated lack of value for advanced civilian graduate study
- Systems vs portfolio
- Promote those most like me
- Not awarding/promoting excellence
- Lack of job knowledge
- Not ready for next conflict, too focused on past wars
- Clearer vision of future challenges, but inertia and disorganization slow progress towards goals
- Reactive rather than proactive
- Quick to react, slow to action/adoption, especially technology
- Technology isn't current or useful to get job done
- Junior department of the Navy
- In a transition, needs focus through shared awareness
- Secured (cyber) beyond effectiveness
- Briefers read entire PowerPoint Slides
- Too much Red Tape
- Belief in doing more with less - It's untrue (and cliché)
- Technology is outpacing the process
- Processes
- Relying on on-the-job training
- Poor communication between staff and instructors
- Admiring the problem
- Overly busy staff
- We waste money on Level of Effort programs
- Immature processes
- Collateral duties
- Reports aren't actually being analyzed
- Busy work
- Waiver process takes too long.
- Lack of communication
- Poor communications (Stove-piped rather than System-of System mindsets)
- Lack of Science and Tech resources
- Rank Bias
- Too many people with different opinions and no obvious decision makers
- Structures based around what we currently do
- Too much online required training
- Time spent wondering what to do next in order to further an idea or approach
- Waiting for someone to decide.
- USMC Business
- Promotion System
- Hubris
- Overall Hostile Work Environment
- Worried too much on appearance
- Focus on physical skills
- Civilian HR; job offer disconnected from actual owning office
- Assignment Process
- Civilian Hiring Process
- HSST
- Martial Arts Program
- Not our idea
- Talent Management
- Contracts
- Thinking rest of DoD is against them
- Manpower structure is based of

**WHERE WE ARE (CONTINUED):**

- Tasking personnel (FAP)
- RM Recruitment Process
- Promotion to NCO is not based on MOS training
- Artificial barriers ACE/LCE/GCE that technology cannot break
- Up and out system is flawed
- Overburden command with request
- Training MOS proficiency
- Antiquated ideology training centers
- Manpower management overseas screening
- TLS slots lack year to year flexibility (new options)
- Underutilized skills because they don't align with MOS
- Not harnessing technology in MOS selection
- Impermeable to ideas from outside of the USMC
- Expectation that everyone can be a leader
- Pre-deploy cycle outdated
- Education individuals to lower range technology
- Too many at the expense of continuity
- Manpower structure is outdated
- Civilian HR job offer system does not include process clarity
- Equitable Reprimand
- Dogmatic career progression models
- Prioritizing Physical Fitness
- Chow hall food nutrition
- Efficiency
- Recruiting for the Corps, not capabilities
- Usability of web
- EQPMT
- Assignment
- Over reliance on Technology
- Evaluation system - no comment unless adverse
- Civilian Marine Career Progression
- Weight and body standard isn't designed for everybody
- Red tape
- Talent Management
- Sacrificing Quality For Diversity
- Lack of Urgency
- Moral Development
- Single-minded Mentality
- Confused Messaging
- Middle Management
- P + E
- Career Flexibility
- Alcohol
- Training Process
- Bite off more than we can chew
- Distance PME
- Enlisted PME
- Resources
- Likeability Vs. Talent
- Confused on its role
- ULM
- ATF
- Understanding the situation it is in
- Innovation is our legacy not our birth right
- Single Career progression paths
- Personal Development
- Overcommitted Ops vs Inventory
- Family Readiness CDC - 24/7
- Information technology
- Civilian Retention
- Underutilized technology
- Technology
- Lack of leaders
- P + E

**WHERE WE WANT TO GO:**

- No lanes
- Time to Think
- No IT issues
- Empower to make decisions
- Telework
- IT that works
- Put me in coach attitude
- More computers
- Everyone's to contribute
- No MCEN
- Trusting leadership
- Not penalized for failure
- Intention is met with optimism
- Trained personnel
- Get rid of the Chaf
- Defined process of integrated automation
- All priorities could be worked so nothing at the bottom
- People are lead, and assets are managed (i.e. more leaders, less micromanagers)
- Contracting officers take more risks so marines don't have to
- The force is built around junior marines (i.e. so family issues are not their main focus)
- "Leaders are humble and they actually care for their marines"
- Recruitment based on skills and not to meet a quota
- Officers with command experience also have technical expertise
- Rewards are meaningful with no rank bias
- Risk-friendly environments and leaders
- New commissioning
- PME are enabled for special billet opportunities

### WHERE WE WANT TO GO (CONTINUED):

- More money for everything
- Talent Management
- 8 hrs 5 days only
- Truly lateral organization management
- Manpower
- Fiscal responsibility
- Cross training all Marines
- Funds to accomplish all tasks
- Experience leads your position vs rank
- Less frequent turnover
- Marines stay in for the institution vs money
- Focus on the mission, when complete then liberty
- Humility
- Reasons to stay in the Corps vs civilian life
- Everyone knows what is going on within the unit
- Small unit level deployments to breed experience
- Breed Loyalty for retention
- No up or out mentality
- Pay system that rewards experience
- Environment that encourages stability
- Trust and confidence in all Marines no matter the rank
- Less frequent turnover-allowing units to grow their abilities
- A place where all have and understand the operational picture
- Objective and informative decision making with minimal layers.
- Stagger work schedule
- Leadership has to have its feet held to the fire
- CO can make changes to fill manning requirements
- Utilize the internet
- Delegation, flatter organizations, holding people accountable.
- Communication
- Trust and allowing people to fail and learn from it.
- Less meetings
- Be more careful with what we have
- Open mind to junior Marines ideas
- Longer turnover of tours, soft education from SOCOM, streamline personnel.
- Education priority for skills and not for money spent
- Allow VPM to NIPR
- Lead your Leaders Class
- Synergy v. stovepipe
- Decisions at appropriate level
- Stable funding for stable acquisition
- No one cares about taking credit
- Effective communication
- Focus on people
- No longer required
- “I just want to be a PROUD Marine.”
- We recruit for talent and leaders manage their talent and allow them to grow and develop
- We do 80% time doing job (i.e. mission), 20% admin (not give versa)
- Haircuts do not equate professionalism
- We don't have to worry about environmental protections when we are on a mission
- One Marine Corps website
- We allow lateral movements throughout our career
- The Marine Corps is FOCUSED
- We have adequate time for mission training
- We fulfill our unique role as the Navy's infantry
- We trust and have confidence in NCOs
- No grooming standards
- Less about money and promotions are more about something bigger and better than ourselves, we have a higher purpose, etc.
- Democratized innovation process
- Complete agility throughout the organization
- Less bureaucracy, bias for action
- Coordinated innovation across USMC
- Aviation investments don't cause hemorrhage in other investments/portfolios (ex. F-35, V-22)
- Personnel system for the innovation age
- Less flintstones, more Jetsons
- Become more agile
- Increased advanced manufacturing capability at warfighter level
- Improve collaboration between service labs (Naval Research Lab, USMC Weapons Lab, ONR) (They don't play well together)
- Ownership/accessibility to 3-D printing Technical Data Packages
- Better cross-service technology harvesting
- Use industry leaders for equip procurement
- Agile innovation for future warfare
- Complete (total) shared awareness, focused on fight with advanced talent management. True unity of command
- Policies and process to support innovation and rapid design
- Discretionary funds set aside in “Shark Tank” like environment leading to approved pilots, where successful pilots are backed by additional resources and policies
- Networked weapons, sensors, and Marines. Artificial intelligence and machine learning enabled. Directed energy weapons capable

**WHERE WE WANT TO GO (CONTINUED):**

- Clear and cogent vision to ease burden on soldier
- Short test approval process
- 4 day work week
- Minimize minutia
- Balancing effective awareness
- Understand problem set
- No more email
- Commonality and goals
- Real internet
- Youthful
- Clear unwavering direction
- Group success mentality
- Collective shift
- Accountability
- Get rid of GS that do nothing
- Look past present to future
- Clear guidance
- Embrace chaos
- Shorter contract times
- Man = woman
- Best food in the mess hall
- No IPACs
- Execute policy
- Societal disconnect
- Increase mountain and cold weather warfare caps
- Real-time intuitive communication
- ID and reward talent/quals
- Treat each other as warriors
- Total egalitarianism
- Allow more time for training and knowledge
- Assignment to capability
- The right education programs
- Individual backgrounding
- Up parts budget
- Bonuses based on proficiency performances
- Stop teaching drill
- More transparency in policy creation
- SNCO Utilization
- Not see every problem as a leadership problem
- Accept its role in joint world
- No sacred cows
- Continued Learning
- Strictly a warfighting organization
- Providing benefit to joint force
- Mission ready
- Its okay to be a 20 year Sergeant, that's really good
- Agile/response to change
- Realistic optimism
- Man to T/O
- Better communication for info exchange
- Education all Marines and reward Education with degrees
- IPAC and DEERS merge
- Streamline processes
- Program and Policies
- One system one database
- Rapid innovation, adoption, and designed execution
- Time (One Billet)
- More ammo
- Less distractions
- Streamlined and defined processes
- Finishers (bringing ideas to conclusions)
- Common vision/mission
- Sustain start-up culture while scaling up organization
- Formal training
- Flexibility
- Trust personnel
- Bias toward action
- Empathy
- Resources
- Begin projects with the end in mind
- Readily accessible experimentation venue
- Effective communications
- An experiment team of Marines and sailors
- People oriented
- As required, in-person training (based on risk pool/lifestyle (not applied to everyone))
- Tuition assistance
- Training with programs to manage personnel
- Better command screening
- Proper job training
- Incentives for superb performance (promotions, money, PCS, etc.)
- Utilization of enlisted with degrees
- Marines that want their billet and their unit
- Talent management, not manpower management
- Individual level skills, technology 100-infinity
- Factor FAPs into current manpower goals
- Set up provisions when purchasing equipment/aircraft
- Training reflects refined real world annual training
- Greater individuals choose in location or assignment
- Make the process the same regardless of the unit
- Replace percentage of people whose jobs can be automated (not 100%) -admin -MP -All MOS to some extent
- Senior leaders either -shape policy makers to right size mil or -mission military to mission
- appropriate to force size
- MOS skills
- Embraces a mauve operation force
- Better at level raging its own intellect
- Manage talent

**WHERE WE WANT TO GO (CONTINUED):**

- Really fast acquisitions process
- Work in communities. Don't recruit in communities
- A USMC where everyone is a part of the solution
- Unbound by traditions that aren't applicable to the situation
- Spend more time making citizens (in and out of USMC)
- Acknowledging we do more than make war
- Capability leadership vs physical appearance
- On the man/women equipment fit for purpose
- Streamline civ/ctr support
- Less internal bickering
- Downright terrifying to adversaries
- Better Records Management
- More collaborative to structure (Silicon Valley)
- Realistic training enemy
- Martial Arts mindset embedded in USMC
- Getting rid of SAAR forms

**HOW DO WE GET THERE:**

- Generational planning
- Just policy
- Educate
- Trust
- Listening means action
- Accountability
- Motivate
- Funding
- Think
- Understood simple vision
- Leaders need to make decisions and stop admiring the problem
- Involving the lowest ranks in policy-making
- Define the discussion
- Better recruitment
- Incentivize fiscal responsibility
- Be open to change
- Recruitment is not the problem, retention is
- Tolerant of others opinions
- Fail fast and learn from it
- Risk acceptance not risk avoidance
- Ship Shipmate Self
- Experiment, someone has an idea try it
- Understanding the goal
- Admit ignorance, be humble enough to be taught
- Kill jargon
- Say no
- Say yes
- Reward/Praise
- Listen
- Praise education not PFT scores
- Respect
- Allow PME to breed creativity
- Service limitations-Some see the light at the end of the tunnel and do not adapt
- Allow for input from the junior Marines to cultivate change
- Options and incentives for longer service both officer and enlisted-
- Giving rewards for task completion
- Listen to understand
- Leaders need to learn to accept risks and create safe environment for marines to fail
- Eliminate political influence in marine core/lobbying
- No duplication of annual training
- Stop complaining and start acting
- Promote best and brightest, not those who merely check the correct boxes
- Create FAR alternatives
- Cultivate innovation within our workspace environments
- Reduce administrative websites, begin centralizing websites and/or technology platforms
- Just start caring about your marines
- Allow for MOS lateral transfers and provide marines this opportunity
- Just say NO--Quit saying YES to everything, leads to disparate focus
- Don't volunteer for every mission
- Track critical skills in all marines
- Lessen the administrative duties to make more time for mission training
- Reform retirement tier system
- Provide alternative education opportunities
- Rebuild MACCAS System
- Provide a more competitive pay scale for civilian workforce
- Integrate MC with Navy to truly unify the FLEET
- Design MC system so that it's based on billet, not rank
- Create a conscription for talent -- i.e. recruit those with targeted/specific skill sets for specific missions
- Need a specified training pipeline/MOS
- Teach everyone I work with the procurement process, take people with me to network and learn hands on
- Better education for topic of decisions
- More objective view on ideas, internal cognitive bias
- Actual empowerment for junior leaders

**HOW DO WE GET THERE (CONTINUED):**

- Enable more time to allow them to grow their careers
- Stimulate more desire to stay in with some form of deployment, get out of garrison
- Hold commanders responsible for reenlistments vs tier system
- Proper technology
- Reward knowledge with assignments
- Abide strict expeditionary requirements for platforms/systems to build for austere
- deployed environment
- PME curriculum needs to be updated with today's changes
- Better integration with society/community
- Teach the difference between mentorship and counseling
- Risk management over risk avoidance
- More innovation and experimentation at lower levels, evaluated and incorporated in to doctrine and tactics
- Think outside the MAGTF
- Increased warfighter, lab, and requirements writer teamwork/teaming
- Culture change at middle management and leaderships levels to incentivize process change
- More small technology adoption, fewer large shiny objects (evolutionary, not revolutionary)
- Cultivate inhouse engineering capability for critical technologies with demonstration funding to avoid locking in to proprietary systems solutions
- Quicker access to money, learn when to cut failing projects
- Go to private sector industry leaders whose inventors/innovators can get input and testing from end users when fielding equipment and vehicles
- Portfolio rebalancing: piggyback off Navy investments, leverage joint requirements to share innovation with other services to free up money for prototyping
- Congress support for needed USMC decisions
- More accessibility for junior enlisted to rapid innovation prototyping lab (Like in Crane, IN)
- Be multidiscipline, promote creativity by providing flexibility
- Independent assessment and elimination of bureaucratic bottlenecks
- Evaluate programs and initiatives for duplicate efforts
- Coordinate OAD/MCWL and CDD for concept assessment
- Rapid innovation prototyping laboratory
- Extend two specific MOS at the education force
- Try to change the culture, make change
- Integrate people into jobs that they are interested in
- Policy Change
- Cause and Effect Thinking
- Include metrics in terms of fitness reports and promotions
- Hiring based on data instead of experience and know how
- Employee Continuity
- Require OEMs to bid expected useful life for components and prove that the bid is reliable (require test)
- Train gov/mil portfolio management employees in PMI and EVMS. Make them use it effectively.
- Stop the check in the box mentalism
- Interview for positions vice assigning
- Incentivize Risk Taking
- Notification. i.e. emails, newsletter
- Hold people accountable.
- Perseverance
- Allowing requirements to change and adapt to chaotic world
- Reading is fundamental
- Get rid of the laggards
- Lead, follow or get out of way
- Share solutions
- Comfortable with minimally acceptable products
- Relook PALM process
- Work smarter, not harder
- Equal pay for equal work
- Ask questions
- Find solutions
- Do less work
- Consistent, inspirational, and thoughtful leadership
- Dedication
- Challenge authority
- End busy work
- Perspective
- Simplify processes information and work load
- Solve the problem not work the hours
- Clear goals from leadership
- Understand where we are right now
- Keep leadership in place to be accountable
- JSIDs not valid excuse to burn dollars
- Forget about the current process
- Access and placement
- Learn to write in cursive
- Challenge everything
- Understand authorities
- Eliminate: that's the way we always done it
- End status quo
- Ask questions
- Invest more in the physical and moral component to up robustness

**HOW DO WE GET THERE (CONTINUED):**

- Facilities/schools to close gap between OJT and formal urban training
- Flexible billet durations
- Clearly defined processes
- Let the reserves run Toys for Tots (Too much time for AD)
- Encourage innovation and incorporate those ideas
- Hire the right people
- Teambuilding
- Training
- Chartered IPTs
- Constant message to change culture
- Form an experimental team of sailors/Marines
- Accountability
- Simplifying processes
- Deliberate development of individual's training/education
- Leverage others (industry), don't reinvent the wheel
- Focused voluntary working groups to mature processes
- Make program officers declare "willful intent (project goals/time frame) before funding programs
- Mission assurance MOS
- Half or cancel expensive programs not getting results
- Simplify civilian contracts to fill FAP billets
- Implement intelligence and capability based on promotion system
- Stop regarding golden paths
- Annual re-certs to keep rank pme. Mos proficiency. Contract BCP
- Incentivize special duties more, force less
- Get rid of Quality of Life considerations go back to field Marines and Expeditionary
- Decentralize the separation process for those that are not part of the solution
- Provide battalion commanders a 3-MOS pre-command college
- Develop a manpower-analyst division (NAVMAC)
- Analytics in MOS schools back to MCRC/TBS to inform who is best fit for a job/MOS
- View -leadership -shooting ability as human trait (any MOS can lead). Vice an "infantry"
- requirement
- Short fall/fix: shift belief that the system (PME/MCU) is responsible for development of
- Individual as opposed to the individual
- Commit to instructor education at school houses
- Focus on warfighting
- Create innovation MOS board
- Alternate list for annual promotion list
- Promo-ATF to all bosses from forces
- Bonuses for billets
- Training Integration
- Marine choose assignments
- Update ASVAB
- Semi annual MCMAP testing
- Define Mission
- Roadmaps
- Refine evaluations - real fit reps
- Treat recruiting like an insurgency, support accordingly
- Stick with what works
- Make a decision
- Funds
- Civilian Military policy alignment
- Reduce annual training requirements
- Adaptive culture
- Fire people that grossly misuse money
- Improve cross functional acquisition process
- Retain 40% of FTAP vice 20%
- Streamline purchase process
- Change in culture
- Avoid legacy change
- Professional series with Civilian Marines
- Purchase quality products
- More resources
- Innovation hotline
- Honest readiness responding system (DRRS)
- Central location of training requirements
- CDC 24/7
- Get rid of IPACS
- Give flexibility to commands on staffing
- Minimize flash to bang
- Trust permission forgiveness
- Nameless, genderless promotions
- No more 3 P's
- More thought put in MOS school
- Attrition in school houses in ok
- Unified goal direction
- Revist MOC force 2025
- Eliminate toxic leadership
- Simplify overly complex systems
- Question a bias for action at the operational level (above tactical level)
- Actually follow our warfighting doctrine
- Redesign SDA mindset and culture
- Career staff tracks and tracks - Flexibility to switch between the two
- Eliminate self-licking organizations HQ
- Leaders empowering subordinates
- Flatter organization
- Retain Quality Marines
- Multi-disciplinary Marines



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**HOW DO WE GET THERE (CONTINUED):**

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| <ul style="list-style-type: none"><li>• Stop admin inspections and implement the process as SOP</li><li>• Focus NPS/Payback to capability</li><li>• Maintain heritage and culture</li><li>• Open lines of communication</li></ul> | <ul style="list-style-type: none"><li>• Message match reality (audio matches video)</li><li>• Commanders authority to report on Marines</li></ul> |
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