

DEFENSE ARJ EXECUTIVE EDITOR



Welcome to the *Defense Acquisition Review Journal* (ARJ) Issue 48. The first article in this issue, “Does Organizational Level Influence Self-leadership in the Defense Acquisition Workforce?” by Trudy C. DiLiello and Jeffery D. Houghton deals with leadership and creativity in the defense acquisition workforce, and summarizes the findings of their research. The authors conducted a study investigating the relationships between self-leadership and creativity in the context of a defense acquisition organization. More specifically, this study examined differences in self-leadership, creativity, and perceived organizational support for creativity between line- and supervisory-level defense acquisition employees.

The following article, “Lessons from the Development of Army Systems,” by Richard G. “Dick” Rhoades and William A. “Bill” Lucas investigates the impact of program stability on program outcomes. Uncertainty of a project’s future and funding cutbacks were found to have a strong predictive influence on development program effectiveness. A central conclusion from this study is that shorter development cycle times favorably correlate with lower levels of these sources of program instability, and with substantially better project outcomes.

In the third article, “How to Make Incentive and Award Fees Work,” by Alan S. Gilbreth and Sylvester Hubbard, the authors conducted a research effort to better understand where incentive and award fees had favorable impact on performance outcomes and why. This article summarizes the findings of the research, highlights several organizations that clearly used techniques that drove favorable outcomes, and provides recommendations and take-aways that will promote effective and efficient incentive and award fee programs.

In the next article, “PPBE: A Red or Blue Pill? Can Defense Sensemakers Really be Rational in a Hyperturbulent World?” by COL Christopher R. Paporone, USA (Ret.), the author applies social construction theory to reveal potential blind spots associated with the technical rationality paradigm rooted in the Defense Department’s Planning, Programming, Budgeting and Execution (PPBE) process. This article expands upon Karl E. Weick’s version of sensemaking (i.e., using, modifying, rejecting, and creating

new paradigms or shared mental models when dealing with situations of incoherency and disorderliness) to examine the effectiveness of PPBE in a turbulent world.

In the fifth article, “System of Systems Development for the DoD: Tailoring Acquisition Reform for Emerging Needs,” CDR Scott Moran, USN, discusses the challenges of developing Systems of Systems. When the Defense Acquisition Performance Assessment (DAPA) panel proposed sweeping reforms to address long-standing problems in defense acquisition, their recommendations did not anticipate critical challenges expected in the development of an SoS. Defense leaders counting on revolutionary SoS capabilities must appreciate that current and proposed acquisition systems insufficiently facilitate SoS development. This article describes the importance of adapting defense acquisition processes to enable effective SoS development and concludes with proposed modifications to the DAPA Report recommendations. Tailoring defense acquisition organization, budgeting, and requirements generation systems to overcome the challenges of SoS acquisition will be essential for tomorrow’s military systems to realize their potential.

In the final article, “A Glimpse into DoD Weapon Systems Programs,” by Andy Fainer, the author provides a general overview of sustaining Department of Defense (DoD) weapon systems as part of the overall defense life cycle management process. For the past several decades, billions of taxpayer dollars have been spent on weapon systems annually. The lives of U.S. Armed Forces servicemembers and the people they protect depend upon the quality and sustainment of these weapon systems. This article integrates several major themes such as the 2006 Quadrennial Defense Review (QDR), the 2005 National Defense Strategy, and logistics transformation (including Future Logistics Enterprise). The author also summarizes six Government Accountability Office (GAO) reports in his analysis.

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