

was blocking them. Kevin's questions also helped Mike uncover his assumptions, which helped him to generate new options.

It's not always clean. It's not always straightforward. But using the Socratic Method to help people critically analyze their problems and think their ideas through to logical solutions can pay big dividends for your program.

Remember, as you lead people along with questions, not everyone will take the same steps—partly because they're not starting at the same place, but also because people learn in different ways.

Respect that, and ask your questions in a way that helps them move forward. Be open and join them on their journey of discovery. This is far more effective than trying to drag them along the path you'd take.

Make a Commitment to Use the Socratic Method

Why use the Socratic Method instead of just telling your people what to do or directing them? When you have a tough challenge, an intriguing puzzle, what's your reaction when someone walks up and tells you the answer? Anger? Frustration? Perhaps you feel like you've been robbed.

Indeed, "giving" someone the answer to a problem or question is robbing them—robbing them of valuable learning opportunities, because in each of us learning happens fastest when we figure things out for ourselves. And when we figure something out for ourselves, we're energized to go make it happen. So make a commitment to yourself not to rob people of the joy and energy of discovery, but rather to help them move forward by asking Socratic questions.

Editor's Note: The author welcomes questions or comments on this article. Contact him at norman.patnode@dau.mil.

Defense Acquisition University and Lockheed Martin Corporation Form Strategic Partnership

On Nov. 4, 2002, Defense Acquisition University (DAU) President Frank Anderson Jr., and Dr. Malcolm N. O'Neil, Chief Technical Officer, Lockheed Martin (LM) Corporation, signed a Memorandum of Understanding (MOU) to work closely with each other in the development of joint training curricula that would provide better tools,

techniques, and materials to both Defense industry and government personnel.

The goal of this cooperative relationship is to improve program performance by enhancing knowledge, understanding, and transparency of the government and contractor roles in systems acquisition.

The opportunities for partnering include, but are not limited to, collaboration and coordination on numerous subjects including:

- Revisions to the aerospace and defense addendum to the Project Management Body of Knowledge.
- Lean learning practices.
- PM Toolkits and the digital environment.
- Knowledge management communities of practice.
- Risk management tools, including Independent Nonadvocate Reviews and Independent Cost Estimates.
- Transition phase (proposal to performance).
- Program failure analysis.
- Systems engineering.
- Subcontract management.
- Earned value management.
- Mutual development of case studies in program management.

This MOU contemplates a joint effort between DAU and LM that focuses on lessons learned (both government and industry), elements of success, and best practices.



From left: Dr. Malcolm N. O'Neil, Chief Technical Officer, Lockheed Martin Corporation, and Frank Anderson Jr., DAU President.

Photo by Army Sgt. Kevin Moses

Defense Acquisition University and Stevens Institute of Technology Form Strategic Partnership

Continuing its goal of advancing educational opportunities, DAU and the Stevens Institute of Technology (SIT) established an educational strategic partnership by signing a Memorandum of Understanding (MOU) at the Pentagon, Oct. 15, 2002. Signatories of the MOU were Frank Anderson Jr., President, DAU; Harold J. Raveché, President, Stevens Institute of Technology; Louis A. Kratz, Assistant Deputy Under Secretary of Defense (Logistics Plans and Programs), Office of the Secretary of Defense; and Donna S. Richbourg, Principal Deputy Director, Defense Acquisition and Procurement Policy.

The establishment of this strategic partnership is to offer enhanced opportunities for members of the DoD Acquisition, Technology and Logistics (AT&L) workforce to participate in the Graduate Certificate Programs in Systems and Supportability Engineering and the Master's Degree in Systems Engineering under the System Design and Operational Effectiveness (SDOE) Program.

The opportunities identified in the memorandum include but are not limited to the following terms and conditions:

- SIT will utilize the education, training, and experiences of the members of the Defense AT&L workforce received in pursuit of DAU-level certification in at least one of the Defense Acquisition Workforce Improvement Act (DAWIA) career fields in conjunction with a Graduate Certificate in Systems and Supportability Engineering and the Masters Degree in Systems Engineering under the SDOE Program offered by SIT.
- SIT will provide administrative support services, including counseling and assisting students desiring to enter the program.
- SIT will promote and advertise the programs throughout the Defense AT&L workforce.
- SIT will provide DAU with information, as required, for planning, conducting, and reporting of DAU operations.
- SIT will provide qualified and experienced instructors to conduct the courses.
- DAU will assist with outreach and communications in promoting the certificate and degree programs; advise students; and provide SIT with suggestions for adjusting content of academic courses to meet the changing needs of

the programs and Defense AT&L workforce educational requirements.

- DAU will provide copies of student transcripts for DAU courses.

DAU is consistently involved with upgrading the Acquisition Logistics curriculum and program structure to address the evolving educational requirements of the DoD workforce while also establishing DAU as a formative lean enterprise institution. SIT developed the SDOE Program to respond to DoD and Defense industry's requirements for graduate education in systems and supportability engineering. Through this common purpose and objectives, DAU and the SDOE Program at SIT will actively collaborate on curriculum development in the form of case studies, lessons learned, best practices, and metrics and measures for system supportability and logistics. DAU and the SDOE Program at SIT will also develop research topics and projects in the area of Acquisition Logistics.

For more information about this partnership, contact Wayne Glass, Director for Strategic Partnerships, Strategic Planning, Action Group, at Wayne.Glass@dau.mil.



From left: Donna S. Richbourg, Principal Deputy Director, Defense Procurement and Acquisition Policy; Louis A. Kratz, Assistant Deputy Under Secretary of Defense (Logistics Plans and Programs), Office of the Secretary of Defense; Harold J. Raveché, President, Stevens Institute of Technology; and Frank Anderson Jr., President, DAU.

Photo by Army Sgt. Kevin Moses

DAU and Defense Institute of Security Assistance Management Sign Letter of Intent

On Monday, Nov. 4, 2002, Frank J. Anderson Jr., President, Defense Acquisition University, and Ronald H. Reynolds, Commandant of the Defense Institute of Security Assistance Management (DISAM) signed a Letter of Intent (LOI). The LOI is a foundation for the establishment of an International Community of Practice and Strategic Partnership between DAU and DISAM.

The ultimate goal is to create continuous learning opportunities for DoD AT&L workforce members and the security assistance management community to increase their knowledge, skills, and abilities.

For more information about the DAU-DISAM partnership, contact Wayne Glass, Director for Strategic Partnerships, Strategic Planning Action group, at Wayne.Glass@dau.mil.



Ronald H. Reynolds (left), Commandant of the Defense Institute of Security Assistance Management; and Frank J. Anderson Jr., DAU President, sign a Letter of Intent, Nov. 4, 2002, to establish a strategic partnership.

Photo by Richard Mattox

Defense Acquisition University and Strayer University Sign Memorandum of Understanding

In efforts to extend its educational strategic partnerships and leverage learning opportunities, the Defense Acquisition University (DAU) signed a Memorandum of Understanding (MOU) with Strayer University during a ceremony held at DAU Headquarters, Fort Belvoir, Va., Oct. 24. Signatories of the MOU were Frank Anderson Jr., President, DAU, and Donald R. Stoddard, President, Strayer University.

The signing of the MOU establishes a strategic partnership leading to providing educational opportunities for currently enrolled and potential students of both institutions. This agreement is designed to facilitate the transfer of DAU course

credits that have been certified by the American Council on Education (ACE) toward Strayer University degree or certificate programs.

This strategic partnership provides an important opportunity to meet acquisition education goals and increase the skills, knowledge, and abilities of the DoD AT&L workforce.

For more information about this partnership contact Wayne Glass, Director for Strategic Partnerships, Strategic Action Group, at Wayne.Glass@dau.mil. For more information on the degree programs offered by Strayer University, go to <http://www.strayer.edu>.

Donald R. Stoddard (seated left), President, Strayer University, and Frank Anderson Jr., President, Defense Acquisition University, sign a Memorandum of Understanding on Oct. 24, 2002, formalizing a strategic partnership to pursue educational opportunities. Standing from left: Lisa Johnson, Office of the DAU Provost; Wayne Glass, Director for Strategic Partnerships, Strategic Planning Action Group, DAU; Dr. Chris Toe, Provost, Strayer University; Pam Bell, Associate Dean and Director of Strayer Online; Tina Richards, Office of the DAU Provost; Dr. Bob Ainsley, DAU Acting Provost; and Tim Shannon, Dean, DAU Capital and Northeast Region.

Photo by Richard Mattox



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