



Bunker Burst Innovation Workshop

Developed & Produced by



**U.S. NAVAL
INSTITUTE**

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LABS 

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FOREWORD

On Tuesday, 16 February 2016, at the San Diego Convention Center, the U.S. Naval Institute and Bunker Labs partnered to deliver the inaugural “Bunker Burst” innovation workshop. This innovation workshop was made possible by the generous sponsorship of Textron Systems. We brought together civilians, industry experts, military veterans, and active-duty naval professionals to try something different: present the 100+ assembled participants a number of high-level strategic questions straight from senior active-duty leaders; rapid-teach a framework for breaking down and reframing the questions, identifying customers, and developing solutions; and then applying the framework to the questions presented. For the ten groups we created, each group was presented with two questions from which they could choose one. What follows are the outputs from that day for the ten questions addressed.

Each chapter includes:

- Question Asked – The literal restatement of the submission from senior leaders
- Question Reframed – The “outcome” that is implied through the question, restated as such
- Customer Archetypes – The identification of "who" is impacted by the solution if we get it right
- Solution Brainstorm – Possible solutions that could impact the customers against the question
- Solutions Selected – The final decisions around the most impactful solutions
- Discussion & Conclusion – Discussion and other observations supporting the outcome

This white paper will be delivered to all the senior leaders who provided a question for the workshop and or who sponsored participants in the workshop. This paper will be posted on the Naval Institute's and Bunker Labs' websites.

Our goals for the day were to have fun, create new connections, spark new ideas, and role model what a day of action with some non-traditional players can look like. With force of the future as a backdrop, we think these kinds of conversations and activities with outside partners will only grow in their importance, frequency, and relevance.

Our caveat for the day was to *not* design toward literal solutions, but rather to be imaginative – any false implications or misrepresentations are not intended. We are grateful to the Bunker Labs team of facilitators – military veterans who started businesses after they left active duty and who volunteered their time and energy to be of service. We also thank the U.S. Naval Institute staff members who worked to solicit the questions, invited the selected participants, and supported this event on 16 February.

Peter H. Daly, VADM, USN (Ret.)
CEO, U.S. Naval Institute

Todd Connor
CEO, Bunker Labs

WHAT'S INSIDE...

Note: The Naval Institute received 20 questions from senior naval leaders for the Bunker Burst participants to consider. The participants broke into ten groups. Each group was given two questions. Each group selected one question to address. Part of the process was to reframe the questions to drive outcomes.

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Naval Institute / The Bunker Labs / Textron Systems

QUESTION ONE...

“Given the information environment that exists today and its projected growth, how should the Marine Corps adapt to this? Are these duties best conducted by members of the Marine Corps or should they be done by civilians?”

QUESTION REFRAMED...



How should the Armed Services deliver relevant, actionable information to the right person at the right time?

Our goal was to turn the Marines' process and procedure concerns into an outcome question that would result in an open, creative discussion. We asked ourselves “what would be the implications if we answer the question correctly”? Although our group was eclectic (composed of mid-grade to senior industry leaders to Pentagon civilians, and a San Francisco startup CEO), all members had suffered with various forms of communication issues. It became apparent the outcome had to be about delivering relevant, helpful information to the right person at the appropriate time.

CUSTOMER ARCHETYPES

Corporal Smith is a 21-year-old female enlisted Marine and a millennial who grew up as an early technology adopter. She interacts with her friends via multiple platforms that she is able to learn intuitively with ease. If there is a specific fact that she must know she “Googles it,” quickly uses the information, and then brain dumps it because she knows she can search again. She has the ability to multitask, often simultaneously streaming a movie on Netflix, listening to music on Spotify, instant messaging her friends on her computer, and sending messages on Snapchat via her smartphone.

Colonel Sanders is a 45-year-old male or female combat commander. Colonel Sanders belongs to Generation X and adopts communication and technology platforms between the early majorities to the late majority of the population. In order to adopt the new platform, it must come from a name brand or source that he trusts such as Microsoft or *The New York Times*. He is just starting to use Netflix but would prefer to use a Redbox because he is not as comfortable troubleshooting as Corporal Smith and “just wants it to work.” Although he has a very busy schedule, he has learned to laser focus on one task at time, making sure he does it very well.

Lieutenant General Miller is 51-year-old male senior military leader. General Miller belongs to both the Generation X and the Baby Boomer generations, who have been late adopters at best and at time laggards when it comes to using communication platforms. He grew up writing letters and educated himself with hard work, reading one book at a time. Rebellious and disruptive technology products remind him of the irresponsible, disruptive generation that avoided the draft and smoked pot. Only after a platform has been strongly vetted and de-risked by a top brand and he has identified that younger generations are incapable of using any other method will he feel comfortable switching how he communicates.

SOLUTION BRAINSTORM

Our solutions started from the bottom up, initially focusing on what cell phone apps could be developed by third-party providers such as MilitaryMobile that would operate on a servicemember’s cell phone. We then placed ourselves into the lens of the warfighter and wanted to form a commission with leaders in the defense industry and the largest cell phone providers to merge radio and cell phone technology. Our goal was to develop an “out of box”- ready tool that is push-to-talk, equipped with fast radio connection and the reliability of a cell phone in an urban environment, and easy to maintain, all within a network that is configured automatically. As we discussed it as a group, however, we believed that these solutions were equivalent to adding sails to a steamship. It became evident that we needed a drastic shift in the culture across the spectrum – military, civilian, enlisted, officers, industry leaders, and tech entrepreneurs alike.



SOLUTIONS SELECTED

We developed the “X-Challenge,” a tested solution from industry which invigorates the community to solve problems faced by military leaders and startup companies. This would be a joint effort between all active-duty and reserve military components, private industry leaders, and tech entrepreneurs.

Active duty, reserve, and transitioning servicemen who express a strong desire to be innovators would be sent to a 30-day immersion program such as Stanford University’s Graduate School of Business or Syracuse University’s Institute for Veterans and Military Families, which currently runs Boots-to-Business for the Small Business Administration (SBA). Following the 30-day program, service members would be sent to an entrepreneur incubator that will work on developing teams and companies, then pairing the companies to address problems posed by military leaders.

The entrepreneur incubator would pair the newly formed companies with industry leaders, capital, and mentorship for 18 months. The end state would be: 1) Companies and products formed to solve technology challenges; 2) The military, startup and industry ecosystems that would identify and solve problems; 3) Active-duty service members would return to their units armed with innovation techniques that will shift the culture of the military.

DISCUSSION & CONCLUSION



Our discussion included servicemembers with 100+ years of combined military experience as well as industry leaders with 30+ years of combined work experience. None in the group had ever previously been part of a collaborative exercise of the kind described in this white paper. If we had more time, we would develop ways to cut the legal red tape with the request-for-proposal process and create a dialogue among entrepreneurs, big industry, and the military. Whether it is the X-Challenge

described here or another value is the experience of working and innovating together differently which will help the military and the public alike. Open communication will also lead to better warfighting with more Silicon Valley tech platforms developed the way Palantir has been.

There was also discussion throughout the day about how procurement rules have created an environment (born out of risk mitigation) that has the adverse effect on getting good solutions. In the spirit and push toward “fair” procurement, we have gone too far and not allowed industry to co-create solutions with military personnel who are best connected to the problems and relevance of the would-be solutions. Connecting the active-duty component to industry through structured protocols and events will get us to better solutions. Legal and procurement need to resume “supporting” functions—and not gatekeeping / decisional functions—to get to “yes.”

QUESTION TWO...

“There is a hypothesis out there that young professionals are and will be disenchanted with the personnel model that the Navy uses for recruiting, training, promoting, and retention. This has created what I would characterize as an overall negative pall in the personnel policy discussions—the current system is messed up and must be overhauled. Yet, we continue to attract incredibly bright people, and an honest assessment would conclude that there is much that is very uniquely exciting about a naval career – operational, worldwide, dynamic, and noble. Morale in the Navy is, by and large, positive and getting better. What are the strengths and weaknesses of the current Navy personnel system? If we change three things, what things would be most impactful to attracting and retaining the best? As we change, what must we be sure to retain – i.e., ‘do no harm?’ What is accurate? What is just wrong about the current discussion about your generation?”

QUESTION REFRAMED...



How do we have the best personnel to achieve the Navy’s mission?

Reframing this question was difficult because there were actually four questions asked, along with some additional context. While the questions provided were focused on the personnel system, after much discussion the group concluded that the outcome we were trying to achieve was having the right people equipped with the right skills at the right place and time to achieve our Navy’s mission. This reframing helped elevate the discussion from specific policies

process elements like retention, and allowed us to open the aperture beyond the existing personnel system, the existing personnel policies, and even the baseline assumptions (i.e., jobs should be done by the Navy uniformed personnel instead of civilians).

CUSTOMER ARCHETYPES

The “leaving the Navy for life changes” group typically found sea service in the Navy rewarding and were top performers. However, issues like a desire to continue their educations, spend more time with their families, or not moving to new duty stations were important enough for these naval professionals to decide to leave the Navy. The specific persona we developed to characterize this group was Bob. Bob was a top-performing E-5, who we could see eventually excelling in the Chief’s Mess. Married with two kids, Bob was leaving the Navy because he was not spending enough time with his family.

The “disgruntled or underutilized” group was squarely focused on the middle of the rank structure, for both enlisted and officers. These folks were likely to have 5-14 years of experience, and had succeeded in challenging billets. They felt like they were moving up the ranks too slowly and usually felt that the detailing process lacked transparency and rewarded mediocre performers. We developed a persona to capture this theme named Jennifer. Jennifer was an O-3 with eight years of service, and was frequently broken out as the #1 lieutenant in her peer group. She decided to leave the service at his next opportunity because she wanted to make a difference, but was underwhelmed by her day-to-day job, unimpressed with the archaic/inefficient processes, frustrated with the mediocrity she saw at the O-4/O-5 level, and was not convinced by the set of career choices available to her in the Navy.

The “talent outside the Navy” group was quite broad and ranged from inspiring leaders to skilled welders. The most common talent theme was around software developers and cybersecurity specialists, not surprising given the importance of those roles in today’s environment. Our persona for this customer was named Matthew, a highly sought-after information technology expert working at a leading Silicon Valley technology company.

SOLUTION BRAINSTORM



Our group came up with a very broad range of solutions to the reframed question. Some of these involved expanding existing programs within the personnel system, or making changes that are already openly being discussed, while others were much more unconventional. One of the more provocative ideas included “Bootcamp 2.0”—an elite rite of passage (think BUDS) aimed at mid-career professionals that was extremely challenging to get through, making it appealing to civilians who want to prove

themselves and make a difference by serving in uniform for a few years. Another was actually encouraging people to leave and gain experience outside the Navy for a while and then return to the service to be rewarded at promotion boards.

SOLUTIONS SELECTED

Our group decided to create one solution for each customer, although there were assumed to be benefits across multiple customers for each of the solutions.

For Bob (leaving for life changes), we created a solution that would allow naval professionals to obtain educations while on active duty. They would retain their pay and use the GI bill to pay for tuition. This education could include traditional college degrees or less traditional certificates, entrepreneurship programs, or even coding academies. This solution would allow Bob to achieve his educational goals, spend some time with his family, and come back with some new skills that would likely benefit the Navy. This would come with a two-year payback of service for each year spent in education.

For Jennifer (disgruntled or underutilized), we proposed increasing the number and variety of pathways to O-6. Not everyone has to be or should be a commanding officer to be a highly valued contributor to the organization. This solution involved building flexible career paths within the Navy, broader choices in detailing, and abolishing an either spoken or unspoken “golden path” for promotion.

For Matthew (outside talent), we created flexible on ramps and off ramps into and out of the Navy at various points in his career. These ramps provided access to both uniformed and civilian positions within the Navy. We wanted to hire directly for billets from the private sector (e.g., Silicon Valley), creating a much more fluid marketplace for people and for jobs within the Navy.

DISCUSSION & CONCLUSION

There were a broad range of solutions presented, and no doubt there are many “good ideas” on how to have the best possible people aligned to the Navy’s mission. Given more time, we would have refined the solutions we came up with and tried to better define the specifics of each. We would have then liked to field test these solutions with “customers” in each of the groups we defined.



QUESTION THREE...

The CNO has hypothesized that the relationship between the Sailor and the System (the equipment that Sailors will be using) is at an inflection point that rivals the Industrial Revolution in terms of its importance and impact. From your experience from using the systems that you were trained on and use, what should improve? Where are the biggest (most important) gaps between your “defense experience” and your “personal tech” experience? What should defense shoot for going forward? What will be the future role for people as information systems do more and more of the “thinking” that people used to do?

QUESTION REFRAMED...

How can the military educate and train its workforce to prepare for an increased reliance on digital technology?

Reframing the questions asked into one centered on a specific outcome proved to be thought provoking. First, we discussed our personal experiences that exist today between the technologies we use in our personal lives and the technology of those still on active-duty are using. Together, we focused on a few items that we could incorporate: the current procurement speed, technology adoption process, trained on vs. reality, defense vs. commercial latency gap, and the role of people with the continued reliance on systems that are doing more “thinking.”



CUSTOMER ARCHETYPES

Leader - Rear Admiral Sam Hill is the Coast Guard Assistant Commandant for Capability. He is responsible for identifying and sourcing new and extended capabilities, competencies, and capacity to meet U.S. Coast Guard mission requirements. In addition, he leads the development of service-wide policy for staffing, training, equipping, sustaining, and employing platforms, equipment, and people.

Policy Maker - Admiral Colton Parker currently serves as the Commander, U.S. Pacific Fleet. He previously served as the Director of Navy Staff in the Office of the Chief of Naval Operations.

Operator - Marine Lance Corporal Carpenter grew up playing video games and spends more time on his iPhone than he likes to admit. Being in the Marine Corps Reserve has allowed him to deploy to Helmand Province, Afghanistan, and have a career in the auto manufacturing business working for Tesla at their research-and-development lab.

SOLUTION BRAINSTORM



For each of our customer archetypes, we brainstormed nearly two-dozen possible solutions. Our intent here was to write down every conceivable option as quickly as possible.

The range of solutions included items from the corporate business side like personally incentivized rewards for innovation and implementation, “Skunk Works” procurement model, and even teaching change management.

SOLUTIONS SELECTED

We highlighted two primary solutions we were confident that could help address the reframed question. Peter Drucker is attributed to stating that culture eats strategy for breakfast, and we agreed the relevance of culture through the ranks in order to better educate, train, and prepare for the increased reliance on digital technology was critical to a marked improvement going forward. Of course, strategy and culture interact and are mutually reinforcing. Culture, or lack thereof, is one of the most common reasons why businesses fail. The difference for our military is much more critical though. Putting the potential deadly impacts aside from not developing and/or implementing the most advanced systems, a culture that is accepting of people being in the most critical roles while being adaptable as systems do more of the “thinking” is key. If technology adoption and innovation are important, leaders must reflect their commitment to technology adaption and innovation.

One of the other solutions we selected was a “good enough” approach to technology adoption. Everything from medical companies to auto manufacturers are implementing “good enough” tactics. While this will not be feasible for all areas, it was the group’s personal experience that this lacked when thoughtfully considering their own defense experience vs. personal technology experience. The idea of “minimum viable product” is a popular construct for start up-businesses, and there is a concern that in the military’s desire to ensure “perfection” that we will do unknown harm (too slow, too late, too cumbersome). Procurement rules and technical and legal considerations need to be tempered with the need to find and support “good enough” technologies that allow the military to experiment, find, and test new tools, and allow some local autonomy for use of commercially available tools.

DISCUSSION & CONCLUSION

If our group had more time, we would have distilled wisdom from hundreds of military and civilian leaders who have a much broader framework. We do expect that there will be resistance to change and that most military leaders would agree that their organizations are naturally resistant as a result of their size and complexity. Culture and an end-to-end approach to increase the implementation of information systems will better prepare our men and women for their future roles. B.H. Liddell Hart said it best: “The only thing harder than getting a new idea into the military mind is to get an old one out.” To that end, setting a clear vision for the transformation, ensuring the culture is accepting, training on theory/process (not just equipment), and outlining the journey to follow over the coming years that includes each archetype would make the largest impact. The initiatives that will affect the future roles for people are transformational, not incremental, and require major shifts in mindsets, behaviors, and capabilities.



QUESTION FOUR...

Given the future operational environment, what might the Department of Defense look like if we re-built it starting with a blank slate?

QUESTION REFRAMED...



In 20 years, how do we create a defense organization that helps sustain the U.S.-led international order to ensure prosperity and security for the American people?

We agreed that the original question posed needed to be refined with a level of context to help build the case for a new defense organization. Most members of the group agreed that what the operating environment looks like now will be different than 20 years from now and even more different 40 years from now. The reframed question grew out of deliberations around a couple questions: What is the primary purpose of the Department of Defense and to what end does it serve? Given the past 20 years, are we able to predict the future operating environment in 20 years? What does a new defense structure need to look like?

CUSTOMER ARCHETYPES

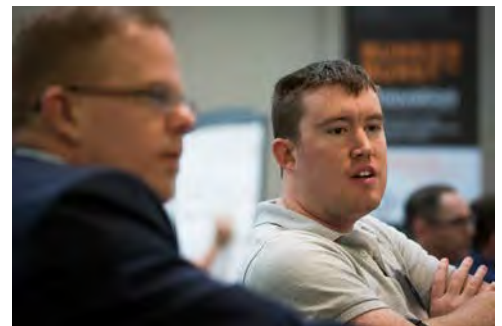
Phyllis is a 67-year-old, retired 3rd grade teacher from Washington, D.C., lung cancer survivor, who enjoyed watching Oprah, and is married to Jim. Jim was just laid off after working at a computer-manufacturing company for many years. Phyllis lives in Arlington, VA, recently refinanced her home, and survives on a fixed retirement income.

Chris is a 30-year-old soybean farmer from Omaha, Nebraska. He is a married father of four and supports his aging parents. He employs 15 people on his 100-acre farm.

Jerome is a 19-year-old, private in the Marine Reserve. He is originally from California and comes from a broken home with an abusive father. While he is innately a hard worker, Jerome barely graduated high school because of his family situation and has been unable to gain work experience.

SOLUTION BRAINSTORM

A major consensus among the group was the need to identify capabilities based on assumed potential threats. These threats include revisionist powers such as Russia, China, and North Korea; transnational actors such as criminal organizations, political radicalists, and international corporations; and newly developed technological advances. Other potential and ever-developing threats that may arise include synthetic biology, autonomous systems, and artificial intelligence focused around cyber warfare.



Vast ranges of solutions were identified to possibly address the reframed question. A solution like transitioning the Department of Defense into a homeland defense structure and reallocating a majority of the resources, both human and financial, to focus on humanitarian issues, particularly in nations that may likely grow into terror states in the future generated a lively discussion. Another solution that involved developing a new, single-service defense organization focused on mobility, adaptability, and expedience using a singular military service, common training, and a new rank structure generated the most interest. A solution that resulted in dismantling the defense organization completely and arming each citizen of the United States seemed to cause some anxiety among the group.

SOLUTIONS SELECTED

The solution ultimately selected was to develop a new, single-service defense organization focused on mobility, adaptability, and expedience. What was crafted was a four-tiered defense organization structured around supporting the U.S.-led international order in order to secure prosperity and security

for the American people. The first tier is the Strategic Capability (SC) supporting both physical and cyber threat deterrence. The SC would remain continually active monitoring America's interests. The second tier is the Major Combat Operations Force (MCOF) using a small contingent of forces that can quickly be scaled to support combat campaigns. The MCOF would be comprised of a tactical air component, scalable ground force built on a large reserve component, and an element with capabilities to strike from the sea. The third tier is the System Administration Component (SAC) supporting sea control for the purpose of shipping and commerce with an amphibious and forward-deployed expeditionary force. The fourth tier is the Integrated Headquarters (IH) focused on manning, training, and equipping a singular integrated defense force that provides control over the SC, MCOF, and SAC.

Why this solution was deemed effective is because it directly answers the reframed question by ensuring prosperity and security for the American people, which ultimately adds value to the lives of Phyllis, Chris, and Jerome.

A stable and predictable global economic environment helps ensure a steady stream of income from each of their financial assets. Each archetype is provided personal identity protection and a secure cyber life. Phyllis can count on government provided benefits such as healthcare and financial security as a result of the economic environment. Chris can operate a thriving soybean farm because of a favorable trade position the United States holds globally. In the case of Jerome, a flexible lateral entry and exit from active service allows the private to gain valuable work experience that he struggles to find.

DISCUSSION & CONCLUSION



The process of reframing the original question enabled us to identify an outcomes-based question versus a process-based question. Working from an outcomes-based question allowed the team to remove the bias toward rebuilding the Department of Defense as it is understood today or staying focused on using the current branches of the military. To that end, it enabled the group to think from the perspective of the archetypes, address their needs, and find the best ways to promote the U.S.-led international order in order to

ensure prosperity and security for the American people. From there, and against the backdrop of "American Security," it became clear how many implications for our national security live outside of the current DoD construct: economic security, global health, and conditions that are the pre-cursors to the formation of terrorists and terrorist states.

QUESTION FIVE...

How should we select and assign future commanders and senior enlisted leaders?

QUESTION REFRAMED...



How do we identify the best and fully qualified to lead Sailors and Marines as a commander?

We discussed the ideal outcome of a commander selection process which was unanimously identified as having the right person in the right role at the right time. Our goal then was to reframe the question by placing less focus on the current process of selecting and assigning commanders and instead thinking through the information necessary to make the right decisions. This broader scope enabled us to prepare a discussion around processes and policies that support selecting the most qualified leaders.

CUSTOMER ARCHETYPES

Direct Report – Tom is a junior direct report to the commander. He is a single parent and looking to earn promotion and become a commander in the future.

Senior Officer – This commander reports to a Destroyer Squadron (DesRon) Commander. The commander is married with two kids and looking to advance his/her career and attain flag rank.

American Public – Jack and Jill are 45-year-old parents of a junior enlisted naval professional within the command. They deeply care about their young service member and the service members of other families like theirs.

SOLUTION BRAINSTORM

We first had to discuss the limitations of the current process to identify core problems needing remedy. This led to a discussion across a broad array of topics that might lead to a poor selection to commander, including performance evaluations, retention, up-or-out tendencies, and data consolidation. Our solutions ranged from revamping the current performance evaluation system to creating new career tracks, including multiple entry and exit points.

SOLUTIONS SELECTED

Ultimately, our team decided to focus on the solutions least likely to have been discussed in order to provide the most value.

Our first solution is to enable 360 degree evaluations to inform the selection process. We discussed the current ability to ask peers and subordinates for feedback post-selection - usually as part of a command school - but agreed this tool should inform the actual selection process. Team members cited several examples of commanders who were selected based on performance engineered at the expense of their people's morale.



We also discussed the merits of consolidating multiple data sets available from retention, retirement, command climate, and exit surveys to better understand the qualities that should inform the selection process. Currently, these data are perceived to be collected for separate purposes and could be valuable when combined.

Next, we sought to challenge the up-or-out philosophy prevalent in today's military and identified an opportunity to enable people to self-select out of a command track and into a specialist path. This is something more available in the enlisted ranks and possibly in other branches of service. This could accomplish two goals: 1) limit the pool of candidates whom board members must review; and 2) increase retention for those content with not seeking command.

Last, we looked to the civilian sector as an example of how a 35-year-old CEO can be effective at leading a team of people who are older and might have more experience. We challenged the process that requires check marks and years of experience as opposed to pure talent in leading and managing people. This led us to ask a provocative question: Why could not the military have a 35-year-old flag officer? We also agreed that the military could potentially benefit from enabling veterans with private-sector experience to re-enter the military in leadership roles at ranks equal to their original year group.

DISCUSSION & CONCLUSION

Our team really enjoyed thinking outside the box on this question as all have an investment in creating a better system that rewards talent and limits bureaucratic processes leading to non-selection of good candidates and promotion of people not suited for the job. If we had more time, we would have further investigated the root cause of problems that lead to failure in selecting the right commanders. Last, we were limited in not having time or access to analyze the data necessary to support these ideas. After future review of this information and potential ideas, we believe they should be tested in small pilot programs to assess applicability and success.



QUESTION SIX...

Should we train and certify deploying forces for regionally specific threats or continue on a global focus?

QUESTION REFRAMED...



How do we train to maximize warfighter effectiveness?

Our group looked at the question and tried to identify the commander's intent and end state. Overall a vast majority of the group were Navy and Marine junior officers, so they had an understanding of the current training and deployment strategy. Ultimately the group came to the conclusion that implicit in the question was to identify how the Navy will maximize warfighter effectiveness over the next decade – and rather than to identify an either / or scenario (regional

vs. global), what instead should be pursued is adaptability for regional, global, or yet-unknown threat environments. Thus our goal was to help provide potential courses of action and recommendations for how to increase the overall combat-effectiveness of the fleet.

CUSTOMER ARCHETYPES

- Administration/Title 10 – Operating force commanders and fleet commanders who provide, train, and equip naval forces
- Ship Captains – Individual ship commanding officers who are responsible for setting the ship training priorities while forward deployed
- Junior Officers and Senior Enlisted – Front-line leaders' responsible for changing culture, mindset, and the development of training priorities at the small unit/department level

SOLUTION BRAINSTORM

Our team wanted to focus on solutions that addressed current challenges while questioning the status quo. The purpose of the ideation process was to identify unconventional solutions to this complex challenge. The group understood that there were cost and time constraints that will need further exploration.



Solutions that focused on increasing the number of ships, forward deployment of ships, and improving fleet maintenance programs were discussed. In the end, the group decided that the best approach would be to provide strategic solutions that could each be used as high-level discussion points for future planning sessions with other key stakeholders.

SOLUTIONS SELECTED

Give combat commanders more options to create force packages geared toward current conditions and real threats irrespective of a particular command's area of responsibility. This will give commanders more flexibility to meet an individual's needs rather than having to meet the Navy's current training and certification process. Given that the warfighting domain can and will change, unit commanders should be able to exercise latitude in their training design to plan for current or over-the-horizon threat environments. Rather than be compliant to training commands' inspection processes (that may lag the threat environment), re-envision the per-deployment process to support warfighters' assessment of their training needs.

Leverage technology and current intelligence assessments to drive prioritization of training. The goal with this would be to create adaptable real-time training that is globally accessible and provides task force and ship commanders with the ability to tailor training to match conditions within the theater of operations.

Encourage more experimentation and freedom of maneuver at the junior officer and senior enlisted levels. Senior enlisted and junior officers are at the tip of the spear and their inputs are valuable, especially from a tactical perspective. The Navy can use communication and collaboration tools that can be employed by leaders even while forward deployed. This information, data, and input can be acquired in real time and can then be used by peers and senior leaders to set current and future training priorities. Live events--such as debriefing (including at the enlisted and junior officer levels) of transitioning deployed units--can augment the data tools as well.

DISCUSSION & CONCLUSION



The overall goal is to create a system where leaders at all levels can communicate clearly and provide inputs to help shape future training priorities across the Navy. This will help ensure alignment, transparency, and synchronization when it comes to shaping the training strategy for the future. More time needs to be spent in regard to how to implement this approach. Critical success factors will need to be mapped out in order to create a strategy to achieve the best possible outcomes. Keeping training as a function driven by the warfighters (enlisted professionals, junior officers, senior leaders) where they are given autonomy to be adaptable begins to put the Navy, and Marine Corps, and Coast Guard on track toward this outcome.

QUESTION SEVEN...

What technologies provide the most economical and available means to conduct constructive and virtual training in the next ten years at the unit-level in order to provide small-unit leaders with more repetitions and fundamental skills outside of live training venues. What requirements should the Marine Corps provide to industry in order to make the soundest investments in an era of declining resources.

QUESTION REFRAMED...

How do we enable small-unit leaders to train effectively to proficiency in fundamental skills? More specifically, how do we accomplish realistic training at less cost?

The team came to the reframed question by breaking it down to its essential elements using the following question of: "If we get this right, what happens?" This drove the team to focus on providing better training at less cost. Identifying the two aforementioned constructs allowed the team to focus on creating more and better training opportunities and environments rather than how we could simply use technology to train more efficiently. In other words, reframing the question allowed the team to focus on what is needed to create an environment where small-unit leaders can train to proficiency and do so in a less costly manner.



CUSTOMER ARCHETYPES

The first customer archetype is Second Lieutenant Dan who is 27 years old and originally from Ames, Iowa. Dan grew up in an upper middle-class family in a nice suburb just outside of Des Moines. He attended the University of Iowa and went to work as an analyst for an investment fund in Chicago before joining the Marine Corps in 2009 because of a strong desire to serve. He has been on two combat deployments and cares deeply about the Marines.

The second customer archetype is Lance Corporal Benjamin who is a single 20 year old from London, Kentucky. Benjamin grew up as an outdoorsman with an alcoholic father and a devout Southern Baptist mother. He is very proud of his country and not afraid to show it. He has been known to get in his fair share of bar fights, but he leads his Marines well. He currently has not deployed but has volunteered to do so.

Our third customer archetype is Lieutenant General Mills, and he is from Winchester, West Virginia. General Mills is 57 years old and he is married to his wife Christine of 31 years and together they have three children. General Mills attended the Virginia Military Institute and has five combat deployments. He is currently a training commander and looking to put his experience to work training Marines to fight and win wars.

SOLUTION BRAINSTORM



The team came up with nearly 60 possible solutions that ranged from giving each unit leader small drones with high-powered cameras to survey training and then receive immediate feedback just like a football team would from reviewing film. A significant emphasis was placed on the need for mentorship between combat-and non-combat-experienced leaders of different units to be able to learn from one another in a confidential manner. There were also a range of solutions around virtual gaming training that mimics popular games like "Call of increase the odds that Marines would train in their off hours as well. Finally, a broad theme evolved around incentive-based training and how providing clear, measurable, and attainable incentives for unit leaders and their subordinates could make it possible to increase training while increasing morale.

SOLUTIONS SELECTED

The team ultimately decided that in order to enable small-unit leaders to train effectively to proficiency in fundamental skills that there is a need to focus on three core elements of options, rewards, and recognition. A higher degree of emphasis was placed on pushing leadership to the lowest levels rather than on providing

low-cost technology to small unit-leaders, because this would allow small-unit leaders to make real-time decisions based on what is best for their units at any given time. Allowing for a marketplace of training options (rather than the more typical approach of a headquarters training unit deciding on the training need, developing the request for proposal [RFP], and then picking "the answer" for all units) has the added benefit of democratizing the training environment – if commanders can choose the tool with which they want to train, we will know quickly what is effective for them. Included in this could be a budget for local commanders to access commercially available tools or to allow them to design their training schedules. Commanders, in turn, will discover creative (and cost-effective) tools by which to train their troops by taking some of it out of the military bureaucracy.

The team sought to design a broad solution that would provide specific benefits for specific people and thought the optimal way to do so was to give each unit leader the ability to have options on how they train and in areas that need more emphasis than the others, and options to reward the unit and individuals for accomplishing proficiency like extra leave or a lateral move in a military occupational specialty (MOS), and finally an option to provide recognition through awards for those who excel in training to encourage a desire to train well beyond the standard.

DISCUSSION & CONCLUSION

In conclusion, it is important to note that reframing the question enabled the team to focus on outcome questions not process questions which creates a liberating environment void of rank or subject-matter expertise and focuses on solving a specific problem for specific individuals. Implied in the original question was the assumption that headquarters has to build the answer, while the big idea that emerged from our group was that giving more freedom to individual unit leaders to focus on the areas of greatest need would allow the military branches to learn what works best (i.e., support the training as opposed to design the training).



This shift in thinking decreased the emphasis on technology-enabled training at less cost to human centric training that increases unit cohesion and morale. By providing each unit leader three core elements of options, rewards, and recognition to achieve proficiency creates an environment whereby he or she is likely to excel beyond the standard because the leader must take ownership of the training, and the leader is rewarded and recognized by doing so. The military could still have performance-based readiness assessments by which units have to demonstrate readiness for the mission – with more of the training driven by unit commanders to prepare as they see fit. By using the defining question -- If we get this right, what happens? -- our team was able to create solutions based on the desired outcome of proficiency through realistic training at less cost by providing options, rewards, and recognition rather than a standardized technology solution or a headquarters designed solution.

QUESTION EIGHT...

How do we re-torque the personnel system model from "one size fits all" to provide more flexibility to attract and retain the right talent in the future?

QUESTION REFRAMED...



How do we inspire each person to pursue a purposeful path and be encouraged to contribute?

We started off asking everyone's top-of-mind thoughts. A consensus emerged that started the conversation about *individualizing* the personnel system. Our goal was to get away from a "one size fits all" approach, and go to a more flexible and attractive system for current service members. We decided it would need to be a system that allows people to have the knowledge they needed to make confident choices (help them find their "why"), and provide as much opportunity for personal growth as possible (eliminating barriers and adopting flexibility).

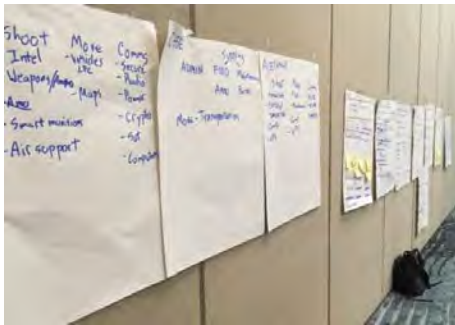
CUSTOMER ARCHETYPES

Meet Brad: A married 32-year-old O-4 supply officer with two kids, 11 years in service, \$52,000 in debt, no grad school, and considered to be *above average* on his evaluations. Brad likes the Navy, but is dissatisfied with his current job and is sitting at a crossroads, wondering if he should just *tough it out* for the next few years doing a job he hates just for job security, or take a chance and risk putting his family in financial turmoil while he faces under selection, less pay and benefits for a potential corporate position. Brad also has an interest in information technology services and has been working toward his degree in that field for two years.

Meet Maggie: A 51-year-old CEO of a midsize information technology consulting business that she has built from the ground up. Maggie and her husband (who is ex-military) have worked hard to get their only child through college. Maggie also has a difficult time dealing with the typical interns with whom she has worked and wishes there was another way to find and keep high-quality people.

Meet Ashley: A 22-year-old from rural Arkansas who is expecting her first child. Ashley’s husband is currently on sea duty as an E-3 and will not be returning for another eight months. She wants to become a teacher, but she only has her GED and is terrified of the \$21,000 of credit card debt she now shares with her husband. Ashley has never had to be independent until now and has moved to a new and unfamiliar location. She has no friends, no family, and barely understands how to navigate or choose which fleet and family support program would be best for her. All she really wishes was that she could pursue her dream to become a teacher and have a dedicated support system throughout the process.

SOLUTION BRAINSTORM



For Brad - Create an aspirational vision for all skills and experiences at each level in the service; analyze barriers to mobility; implement a holistic talent management / tracking system that provides two-way input and increases personal choice.

For Maggie - Create an application-based program that requires two-three years in a business with options to stay or re-enter the service at conclusion.

For Ashley - Create access to Bachelor-level education and job placement for all spouses at no cost or reduced rates with credits that are easily transferable. Throughout the process, provide childcare and opportunities to meet mentors who stay consistent regardless of location.

SOLUTIONS SELECTED

After identifying solutions for each archetype, we found an overarching solution and decided to use the remaining time to explore what this solution might look like.

In short: Create a new command that has detailers, college admissions, and civilian placement all in one – across all branches.

Brad could contact his command and apply for new employment in the field of information technology (IT). If approved, his detailer could look for open billets in the Navy and easily work with the civilian employment offices located under the same roof to determine the status of two-three-year *billets* within mid-level and major IT organizations. Brad could then have the option to choose where he would like to go. Upon being better informed, the Navy could help him reduce the risk of regrettable decisions, reduce the possibility of under-selection, increase his morale by providing more options, and help his family see what is available without the risk of putting them in financial hardship.



Maggie could register as a civilian company and more easily keep the Navy informed of open billets. She could have the opportunity to meet with potential prospects when notified that someone has met her criteria. More important, if the interview goes well, she could have a motivated employee who wants to be there and could devote two-three years to her business before giving the service member an opportunity for re-entry. She would have incentives to keep that person employed upon contract renewal thus providing job security

for the service member by either Maggie or the Navy. The tracking system could let Maggie know when evaluations are due to keep the Navy apprised of the fellow's performance and could be used to determine the possibility of the service member's re-entry, thereby incentivizing him or her to perform well as an employee. The Navy would also benefit from those who experience civilian employment, but prefer the Navy and choose to bring the skills they learned back to the military. This would ensure personnel flexibility by having innovative top performers being taken into consideration for re-entry at the same pay grade or offered higher-level pay grades upon reentry depending on performance (incentive for them to come back). Giving Maggie the opportunity to register as a civilian company gives her employees an opportunity to be inspired, purposeful, and encouraged to contribute.

Ashley could gain access to a mentor who helps walk her through the process of signing up for classes, accessing her benefits as a spouse, getting involved in support groups, helping with access to childcare, and eventually working with the civilian employment sector of our new command to help with job training and placement. With spouses having access to the same detailers / civilian placement personnel / talent and tracking management and financial assistance, Ashley and her husband could more easily be on the same page and make better decisions together with easier access to knowledge and assistance from the same place and people.

Giving Ashley the opportunity to pursue her passion while getting the support she needs could give struggling spouses an opportunity to be inspired, engaged, and not see her husband's choice to be in the military as a “trade off” for her family and personal well being.

DISCUSSION & CONCLUSION

The development of a “Career Command” was an interesting place to arrive after we were able to successfully reframe the question from being about personnel policy to instead making this highly personal to servicemembers and their families. A "detailing" or "personnel" command is really built toward the organization's interest – not the servicemember's. Key is designing an organization that holds the servicemember at the center and finds ways to creatively support his or her needs. Education, staying in, getting out, trying a rotation in the civilian sector, working at an internship, etc, would dramatically change the conversation about supporting careers. Developing this as a single point of contact across all branches would create a place for employers to connect in with the military talent pool; educational institutions would not have to work with all the separate branches; and such an approach would create economies of scale from cost, data, strategy, and reporting standpoints.

QUESTION NINE...

The CNO has stated that we must learn faster – at the personal, team, and institutional levels. How do we do this? What are your most positive educational and training experiences in and out of the Navy? Why were they so positive?

QUESTION REFRAMED...



How do we have the right people, know the right thing, at the right time?

We reframed the question, essentially “how do we learn faster?,” to encapsulate learning across the spectrum. Learning is different in each role but in order to be faster (more resilient and adaptable), we need to deliver training that is appropriate, relevant, and timely. Over training is under productive and useless.

CUSTOMER ARCHETYPES

The Junior Sailor represents those who are new to the Navy and have graduated from bootcamp, finished A School, and arrived at their first command. This is the 20-year old Millennial who represents a small percentage of the overall force but is greatly affected by upfront training.

The Junior Officer represents those who have completed their initial service tours and are up for promotion. The Junior Officer is the division officer or department head in charge of a team or unit. This 30-year old lieutenant is either planning to separate or continue in the Navy based on the opportunity and training afforded to him or her.

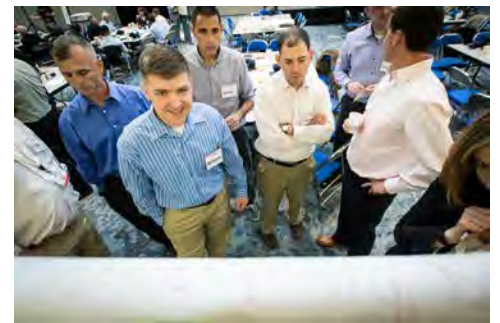
The Senior Officer represents the careerist who has 20-30 years of service with experience in command. This officer represents the “institution” and serves as an agent of authority on how to implement training.

SOLUTION BRAINSTORM

When developing solutions toward learning faster, we focused on what we thought each archetype would want or need – for him or her to get the right training at the right time. The numerous solutions varied for each archetype, but were later grouped into major themes that we voted on and prioritized (a full list of solutions is provided for context at the end). For the Junior Sailor, solutions ranged from adding online/virtual learning, to mobile training delivery, to increasing the value of critical thinking and mentorship. For the Junior Officer, solutions ranged from industry or in-residence entrepreneurial tours (at a strategic/non-technical corporate level) to 360 degree performance evaluations. For the Senior Officer, solutions ranged from having data presented in real time to improved alignment across the supply chain to having greater authority to bring in non-Navy or non-DoD solutions.

SOLUTIONS SELECTED

Junior Sailor – Create hands-on labs and tech spaces (or participate in non-DoD incubators) in place of current cognitive-behavioral therapy (CBT) on-line training, which is inefficient and does not provide a tactile experience. Online, scenario-driven, and virtual education opportunities should replace current standard instructor/student classroom school-house environments. Finally, mentorship opportunities should be created along with open performance sessions to encourage collaboration with peers. This will increase exposure to mid-senior enlisted mentorship opportunities and develop ways for sailors to learn together.



Junior Officer – Improve strategic thinking through better post-graduate education programs that allow shadowing senior leaders to get a better sense of the big-Navy picture. Allow for the ability to choose and not be assigned mentors regardless of community to encourage and allow for open discussion professional issues without barriers of rank. Last, allow for in-resident, corporate experience (at the strategic, CEO/COO level). Opportunities should be created to allow service members to come on/off active duty and work in corporate America without losing status or promotion opportunities.

Senior Officer – Give greater authority to leverage non-DoD solutions and to bring in corporate/industry expertise. Allow for management of resources to adopt new tech, design, and equipment. Improve the supply chain and inter-agency engagement to allow for more rapid and helpful procurement. Include in the training process self-directed, nonscripted wargaming and exposure to current social issues and training modalities (massive open on-line courses, artificial intelligence, virtual, etc.).

DISCUSSION & CONCLUSION



For far too long we have used the same systems, technology, and processes to train at a personal, unit, or institutional level. Regardless of the change in information, the delivery methods have remained the same. “Death by PowerPoint” or standard instructor-student forums are no longer relevant. We need to create an agile, resilient training environment that leverages industry and academia excellence and includes state-of-the-art technology.

If we had more time to discuss the aforementioned issues, we would have focused on the proper implementation strategies that are necessary to add technology and adapt processes within the Navy’s training environment. High-velocity learning and ready, relevant learning are important, strategic initiatives that the Navy cannot afford to get wrong. The Millennial generation and the next generation are looking for better quality training and more attractive jobs to do. The Navy should position itself as a top employer that is creative, resilient, and adaptable with technology (think Google, Facebook).

QUESTION TEN...

Should the military be doing more/less/different in the Arctic in the future?

QUESTION REFRAMED...



How should we keep the Arctic pristine, accessible, and sustainable?

Our team was encouraged to consider “outcome” versus “process” language, focus on “Arctic,” ignore “military,” and explore parallels between the Arctic and the “San Diego beach” to reframe the question. The team embraced these suggestions, particularly ignoring “military,” and that enthusiasm seemed to spark creativity beyond traditional Coast Guard, Navy, or Marine Corps perspectives about interests, navigation, and roles to discussions about “accessible, clean, safe, secure, sustainable, and vital economic/wildlife.” “What does winning in the Arctic look like?” was the baseline of dialogue before it evolved from a passive phrasing “how can” to a more aggressive, active “should” as the team finished reframing the question.

CUSTOMER ARCHETYPES

Commercial/Industrial Sector Commerce & Multinational Corporations (MNCs): “Crazy Ivan Moneybagz” - 50-year-old Russian oligarch billionaire, one of the ten wealthiest people on earth; politically active; owns NBA, NHL & CFL teams; industrial interests in oil/gas/mining in Russia-Canada-China-U.S.-Africa; commercial interests in fishing/logging/seafood/shipping in Canada-U.S.-Europe; focused on dominating access to natural resources, increasing revenues, expanding market share, and maximizing profits.

Environmental/Scientific Non-Governmental Organizations (NGOs): “Mark Sean Fann/hughes/berg/sey” - 30-year-old American who founded the start-up unicorn, Growl.com (“Alaska’s Twitter”), IPO filed but pending; acquired *Alaska Tribune* and *The New Tundra* magazine with proceeds from co-founding Triangle.com; politically active at local-state-national levels and influential on social media; environmental idealist -- “so green the trees hug him” -- focused on preserving the Arctic for future generations; has the liquid financial resources that rival U.S. states but is much more agile, aggressive, and decisive.

Non-State Actors: “Arctic Sovereign Wealth Fund” - International principals, indigenous/native tribes, and decision-making bodies interested in initiating or maintaining access, establishing exclusive control, regulating/taxing commercial and industrial interests, or influencing international policies and policy-making.

SOLUTION BRAINSTORM

The range of solutions presented focused on sustainability and strong environmental constructs. Given the shared military and veteran experiences of the team, it was surprising that environmental considerations dominated traditional military priorities. For example, one of the highest vote totals was to “Declare the Arctic untouchable by commercial interests.” The United Nations Convention on the Law of the Seas (UNCLOS) was the baseline for discussion and garnered near-unanimous support for the United States to sign/ratify. In the end, the San Diego beach exercise was useful to weave this tangled web into a solution and consistent theme based on “zones of control” where different actors administered so they could barter for privileges between zones.

SOLUTIONS SELECTED

Commerce/NMCs solution: Establish the Arctic Trade Partnership (ATP) —i.e., multi-national pact regulating commercial/industrial activities in the Arctic. The team concluded the best way to regulate and control access, freedom of navigation, etc. is to align economic interests of the parties involved. Start with basic areas where actors agree, sign it, and add incremental improvements on a continuous basis. Perhaps synchronize meetings of the Intercontinental Consortium to conclude biannually or a few months before each Olympic Games (four-year cycles).



Environmental NGOs solution: Declare the Arctic off-limits to commercial/industrial interests except in geographical-defined areas; develop "control zones" where commercial/industrial, fishing, mining, shipping, etc. control and barter with other zones for access. Our team embraced suggestions on "structured brainstorming" and to not edit ourselves as we produced ideas and suggestions. This turned out to be particularly useful as the "define the Arctic as off-limits" was unanimous but also recognized as not an acceptable or practical. As a result, the San Diego beach exercise solution the team created by offering specialized areas and services for active, leisure, and tourist/business users offered an obvious parallel to create "control zones."

Non-State Actors solution: The United States ratifies the UNCLOS Treaty and forms the Arctic Treaty Organization (ATO) that parallels NATO but focuses on commercial and economic development versus a military alliance. The group was unanimous that the UNCLOS Treaty should be ratified and signed as soon as possible so the United States can take full advantage of the legal structure and appeal process to challenge the aggression of China and other nations that are taking advantage of our absence. In addition, the United States should lead the creation of the ATO for commercial/industrial interests and economic development. The ATO structure can be a natural fit as the governing body to define, administer, and enforce the "control zones" in the Arctic. Fishing/seafood, shipping, and oil/gas/mining might control different or adjacent control zones and will be empowered to negotiate with each other to barter access and privileges/rights.

Universal Solution (all three archetypes): Increase commercial/industrial and military presence. As an alternative and/or complimentary approach, the United States should consider aggressive commercial/industrial development, asserting territorial rights, and freedom of navigation.

DISCUSSION & CONCLUSION



A "control zone" solution for the Arctic that allows environmentalists to control one area, fishing in another, and oil/gas/mining in a third is a creative architecture that will make each group connect, barter, and negotiate with each other continuously. This approach likely will increase the engagement and interaction with each customer archetype and produce better outcomes as a result. Our team included diverse, experienced members who were enthusiastic, collaborative, and embraced the initial coaching to focus on "Arctic" and ignore "military."

In hindsight, the simple instructions of what not to do and a topic that no single person/personality felt they had deep domain experience kept the group dynamic focused on "structured brainstorming" and produced creative results. This dynamic was illustrated by the team voting to select the Arctic question over the Marine Corps military occupational specialties (MOS) question. This contrast was made brighter because after the first question about the Arctic was completed and the team attempted the second question. Despite the fact that virtually everyone felt they had personal/professional experience and knowledge, the team struggled.

Because opinions and ideas about MOS were already powerfully ingrained, the team could not agree on how to reframe the question. In fact, after two attempts at reframing the question and defining customer archetypes the group agreed it was frustrated and time was expiring too quickly to make meaningful progress. If the team had more time to make a fresh start at the Marine Corps MOS question, it was clearly eager to apply the creativity it produced on the Arctic solution to a topic far more relevant to their careers.



ABOUT OUR ORGANIZATIONS

Naval Institute

The U.S. Naval Institute provides an independent forum for those who dare to read, think, speak, and write to advance the professional, literary, and scientific understanding of sea power and other issues critical to global security. For 143 years, the Naval Institute has given voice to those who seek the finest Navy, Marine Corps and Coast Guard. We operate in the marketplace of ideas and our capital is the intellectual capacity of the 50,000 Sea Service professionals that call themselves members of the Naval Institute. Based in Annapolis, Maryland, since 1873, the Naval Institute is non partisan 501(c)3 not-for-profit organization serving the active duty, veteran and defense-minded civilian communities.

The Bunker Labs

The Bunker Labs is a 501(c)3 organization headquartered in Chicago, with chapters in eight cities across the United States. Its mission is to “empower veterans as leaders in innovation” with a focus being to work with military veterans who are starting and growing businesses. Bunker Labs has an active portfolio of more than 100 start-up businesses run by military veterans, and is every day fielding new inquiries about new chapters, new companies, and new classes that it can bring to the market place to further strengthen the ecosystem and community for military veterans. After World War II, 49% of returning veterans came home to start or operate a business within six years. Today, 25% of active-duty service personnel state that their goal after service is to start a business. Bunker Labs exists to serve them and to be the network that gets them to the right people and the right information at the right time to be successful.

Textron Systems

Textron Systems is honored to be the exclusive sponsor of the U.S. Naval Institute’s (USNI) inaugural Bunker Burst competition. Textron Systems is pleased to provide a forum for bright minds from across the country to collaborate and develop innovative and strategic solutions to challenges identified by senior leaders within the Department of Defense. We are proud to support an organization that represents and aligns with our values of integrity, trust, respect and the pursuit of excellence.

Textron Systems’ sponsorship of both the first annual Bunker Burst and Enlisted Prize Essay Contest promotes the creation of thought-provoking ideas that spur ongoing discussion of issues, not only in Naval Institute media, but also in other leading defense and national security forums. These contests supply a platform that encourages fresh thinking and new ways of problem solving by encouraging engagement and challenging teams to strategically solve issues that are currently faced by the sea services.

Textron Systems shares the values of USNI with the understanding of the vital contribution of American sea power to the defense and economic well-being of our nation. USNI provides a forum for the exchange of ideas, to disseminate and advance the knowledge of sea power, and to preserve naval and maritime heritage. Textron Systems is proud to provide agile, protective, and innovative products to the three Sea Services of the United States and the Sailors, Marines, and Coast Guardsmen who are defending our freedom each day.

