

## **MEMORANDUM FOR RECORD**

### **Defense Innovation Board (DIB) Information Session**

**Tuesday, 21 February 2024 10:00am-11:00am EDT**

#### **Virtual Meeting**

**External Participants:** Adm Mike Mullen,

**DIB Staff:** Dr. Marina Theodotou (DFO), Emily Hidalgo, Zackariah Crahen, Christina Hilf

**Purpose:** Information Gathering session for DIB report.

#### **Meeting Summary:**

The topic of the discussion was how to foster and reward innovation in the DoD, using the MRAP program and Project Mercury as case studies. Admiral Mullen stressed the need for speed, risk-taking, and experimentation, and asked the group to brainstorm ideas for promoting innovation across the DoD. Mike Brogan shared his insights from the MRAP program, which achieved remarkable results in producing combat vehicles, thanks to leadership support, workforce motivation, and financial incentives. Jim Dryjanski questioned the long-term effects of MRAP and the difficulties of measuring and designing incentives for different levels of innovation, from individual to institutional. He also emphasized the importance of challenging and improving the status quo and argued that incentives should be customized to each situation. Thomas Bruneau raised the issues of outsourcing and acquisition and suggested that incentives should cover more than just the federal level. He also noted that MRAP succeeded because the system was circumvented and wondered how to make the system more flexible and responsive. He advocated for a more adaptive and agile system that would allow for more testing and learning. The group also referred to Project Mercury as an example of how organizational and tactical changes can lead to innovation and highlighted the role of leaders in providing top cover and risk taking for the innovators. They concluded that leaders should be champions of innovation and protectors of the innovators.

**Prepared By:** Juan Merizalde (DIB Staff)

