Northrop Grumman Today

• Leading global security company

• $24.7 billion sales in 2013

• $37 billion total backlog

• Leading capabilities in:
  – Unmanned Systems
  – Cyber
  – C4ISR
  – Logistics
## Four Operating Sectors at a Glance

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Aerospace Systems

- Strong Focus On Values and Performance
  - Leadership And Ethics
  - Program Performance And Customer Satisfaction
  - Affordable Cost Structure And Innovation
  - Engaged Work Force
- $10 Billion Sales 2012
- Systems Prime
  - Unmanned Autonomous Systems
  - Manned Weapon Systems
  - Space (National, Military, and Civil)
  - Laser Systems
- 22,000 Employees
18 Years of Knowledge Management Solutions

People Solutions
- 1st Company Wide KM Summit
- Engineering Skills Mgmt
- Corp KM Council
- APQC Benchmark Studies
- 1st Division Level KM Team
- Manager CoP

Tools Solutions
- Xref
- Livelink
- 1st Community of Practice
- PeopleNet
- How do I
- Share Center & Search Engine
- Lessons Management System
- Sentinel Alert System
- Knowledge and Talent Utilization

Change Leaders
- Pockets of People Interested in KM
- Formal KM Teams
- Many Leading: In the Language and Thinking of Leadership

Change Drivers
- Consolidation
- Integration
- Workforce Demographics
- Technology
- Affordability

Approved for Public Release: NGAS Case 13-0507, 3/14/13
A High Performance Organization

Challenges

• Collaboration
  – Solving problems
  – Applying the knowledge of the company
  – Building people to people networks

• Affordability and Innovation
  – Doing more without more - game changing solutions
  – Lowest price, technically acceptable

• Performance
  – Deliver as promised on cost, schedule and quality
  – Don’t be a lame duck in a declining defense budget environment
Program Learning Process

- Process emphasizes program events – big and small:
  - Before: working lessons review/application into formal processes (example: FRR checklist)
  - Relevant lessons are applied before/during event
  - After: new lessons are discussed and drafted in the LMS, a sector tool
  - After: program approves lessons for technical accuracy & publishes
  - Complete loop: lessons are shared within and between programs for review/application before next event

Continuous loop of learning from experience

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Where We Are Headed

• Expanded implementation (moving from hundreds of users to thousands)

• Continued support for embedded, effective program (product line) learning

• Adopting the Program Learning Process as the organization’s standard for learning
  – Goal: provide practical guidelines as well as underlying philosophy for the Program Learning Process
  – Concise, user-friendly
  – Steps to embed the process in any program
  – Define roles and responsibilities
  – Provide definitive guide for how NGAS learns
The LMS Resource: Sharing lessons and best practices

- The Intranet-based Lessons Management System (LMS) is a sector standard tool that allows users from any program to **search, review & add lessons independently** in addition to informal reviews.

- Since 2010, over **700 lessons** have been published.

- All lessons are searchable by **Program**, global **Theme**, more specific **Area of Focus**, **Keyword**, and more.

- Anyone can draft a lesson:
  - Lessons are reviewed for accuracy by program-specific Lesson Review Boards (LRBs) and then published.
Who would find the LMS useful?

Lessons by Area of Focus (subject)

- Flight Test 79
- Other 71
- Ship Operations 49
- Program Set-up 47
- Software 33
- Proposals 25
- Documentation 25
- Deployment 25
- Engineering 23
- Demonstration 22
- Deployment Readiness 21
- Logistics 21
- Systems/Tools 16
- Training 18
- Systems Test 16
- Program - General 16
- Process/Procedures 16
- Flight Operations 13
- Program Continuation 8
- Customer 10
- Supplier 10
- Lab 11
- Ship Operations - AV 11
- Contracts 12
- Ship Operations - CS 12
- Milestone Reviews 7
- Software Agile Process 7
- Audit 7
- Scheduling 6
- Local Support 6
- Safety 6
- Travel - International 5
- Facilities 5

Note: Areas of Focus with fewer than 5 lessons are identified as “Other,” including: Affordability, Audits, Capital Assets, Cost Management, COMSEC, Program Planning, Pricing, Risk Management, Safety, Scheduling, and Systems Test.
Getting started: Implementing Program Learning

1. Assign a point person: someone with a program-wide perspective and an ability to facilitate.

2. Discuss the process with your team & identify opportunities for Take 60s.

3. Facilitate Take 60s. (Use your point person as a facilitator.) Most learning occurs there but also document lessons in a user-friendly, easily accessible database.

4. Use the lessons database a resource when initiating a new project or event. Provide database exports to team leads for application before review. What have other people learned that would help you?

5. Continue to identify upcoming opportunities for Take 60s and lesson review/application.

6. Learn!

Help your team perform:
Pause to think, discuss, learn & apply