

# **NDIA Integrated Program Management Division (IPMD)**

*THE VALUE OF PERFORMANCE.*  
***NORTHROP GRUMMAN***

## **A Program Manager Story**

Thursday, May 3, 2018

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# My Journey



# Key Discussion Points

- What can go wrong – it is more than the metrics
- Programs can be bad at the start when they are bid (Hunter vs Skinner)
- Cannot recover from a bad contract
- Unrealistic assumptions
- Threshold vs objective requirements
- Political climate
- Do not be afraid to say “No” – be a consultant
- Requirements stability and requirements reality

# Leadership Values

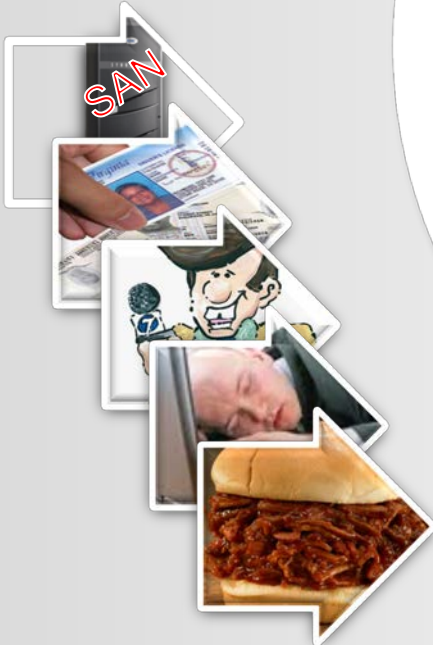


“They call it coaching but it is teaching.  
You do not just tell them...you show  
them the reasons”

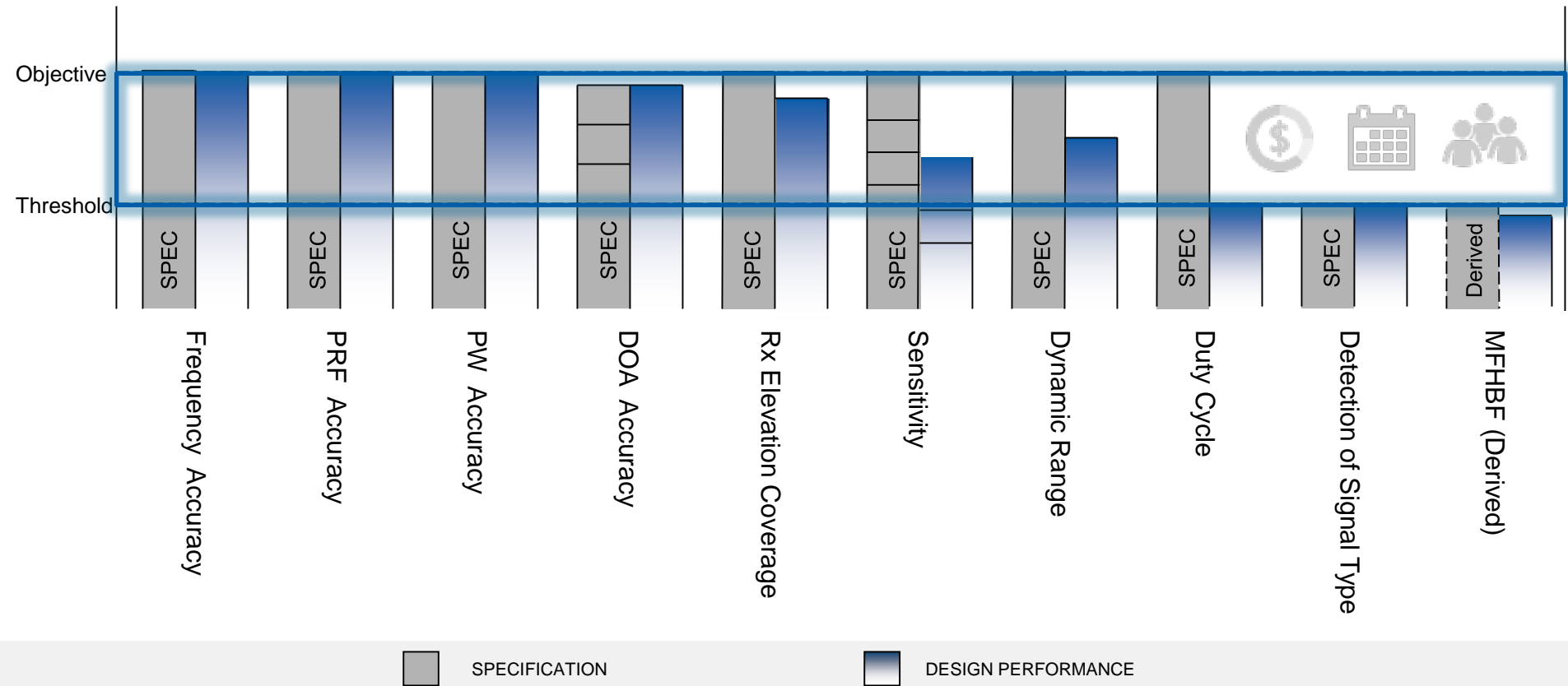
“The achievements of an organization  
are the results of the combined effort of  
each individual”

“The quality of a person’s life is in direct  
proportion to their commitment to  
excellence, regardless of their chosen  
field of endeavor”

# Leadership Foundational Characteristic








# Unrealistic Specification Objective vs Threshold



*Striking the right balance between cost, schedule, and realism*

# *Words you **never** want to see in a contract*

-  To Be Determined
-  To Be Negotiated
-  Other Tasks
-  Reasonably Inferred
-  All Requirements to be verified via Test

*Consider the Customer – DoD, FedCiv, State & Local Gov't*

# *Things you never want to hear...*

*“We will address any risky assumptions when we re-open contract negotiations.”*



*“That is a good problem to have.”*



*Things you never want to hear...*

*“We will worry about that later.”*



*“There is plenty of MR.”*

*Things you never want to hear...*

*“The next software load will fix it.”*



*“Do not worry. It is just timing.”*

*“We are just running a little hot.”*

A large commercial airplane is shown from a low angle, flying through a sky filled with white and grey clouds. The plane is white with a red stripe along the fuselage. The text is overlaid on the image in a white, italicized font.

*I manage the program by calling each  
Direct Report every week.*

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PM of a multi-billion dollar commercial aircraft program

# Do Not Underestimate Political Climate and Public Perception

## Richmond Times-Dispatch



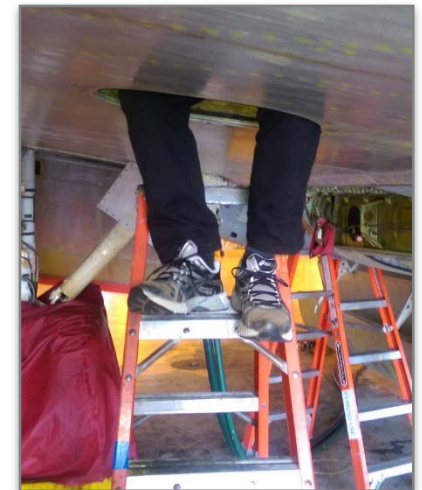
# What is not printed



*Giving Back to the Community*

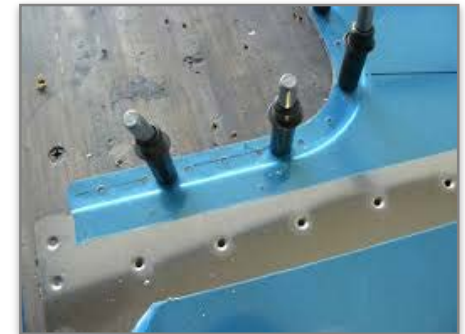
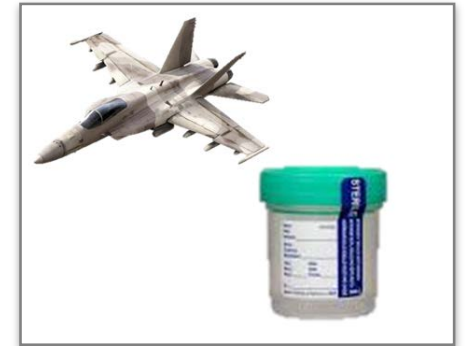
# Things you never expect to do as a PM

*Program Manager role  
has no limits*



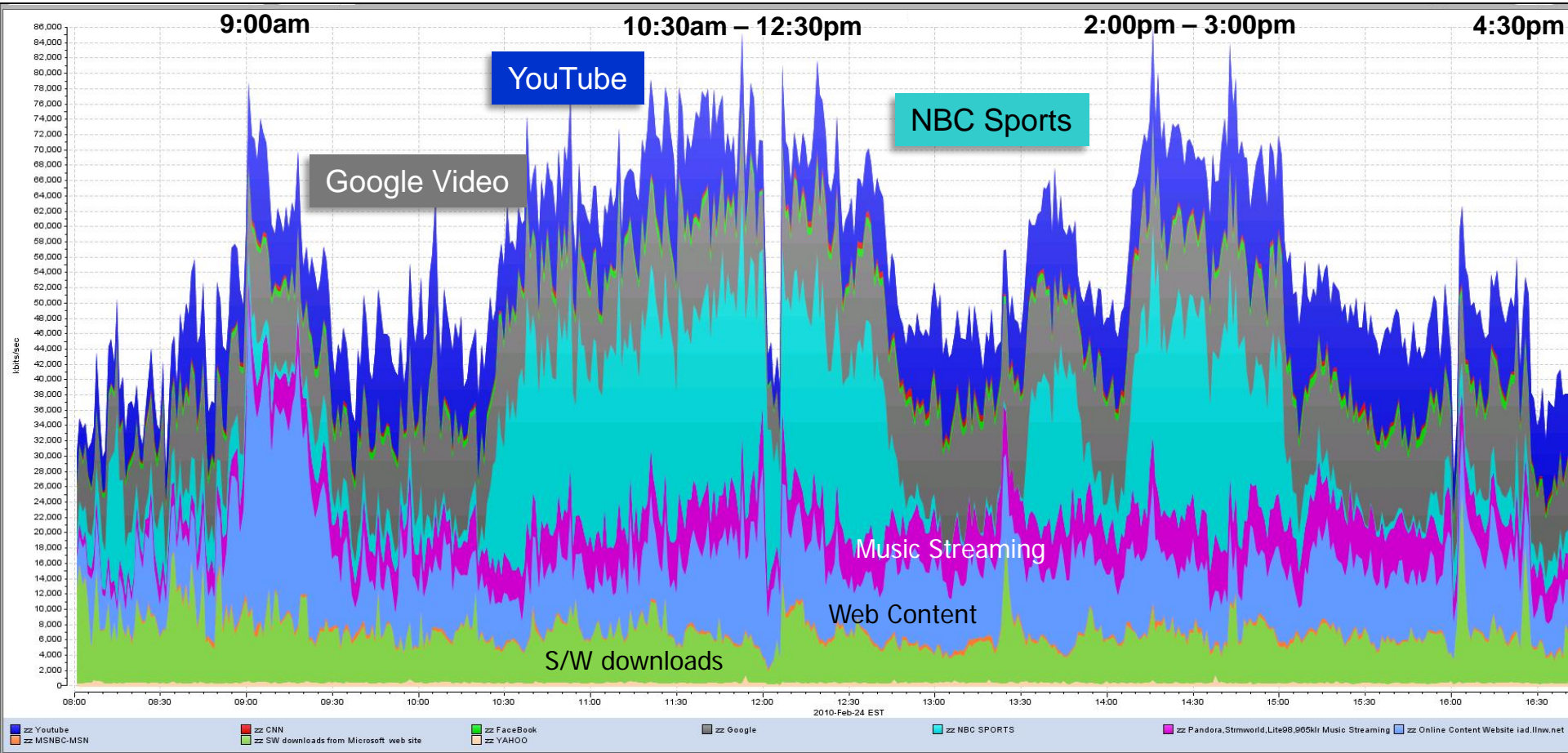
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*Program Manager role  
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# Understanding Behaviors

February 24, 2010



Problem Statement – The Network is very slow



# Attributes of a Successful Program

- Emphasis on systems engineering | **Must be executable**
- Plan, schedule & resource comprehensively | **Dependencies throw you**
- Open & transparent partnership | **Invest in the relationship**
- Risk & opportunity management | **Have a “Plan B” ready for use**
- Trust the metrics | **Ask a lot of questions**
- Aligned subcontract management | **Integrate with execution strategy**
- Clear test expectations | **Test in environment where you will be scored**
- Ask for Help | **Ask for help... Ask for help... Ask for help!**

How can  
*I help you?*