Title: Enterprise Management System for the U.S. Army

Douglas Matty, Ph.D. Student

Motivation / Problem

The U.S. Army has established itself as the preeminent land-power in the world. These capabilities are delivered through two unofficial groups of organizations, the institutional and the operational army. Upon his selection as Chief of Staff of the Army, GEN Casey stated the following:

“We must immediately begin the process of re-examining and challenging our most basic institutional assumptions, organizational structures, paradigms, policies, and procedures to better serve our Nation.”

Based on the recommendation of the Army Science Board, The Secretary of the Army initiated Business Transformation to better align the management of these perspectives of the Army. With the largest deployment of Lean Six Sigma in the history of management science, the issue is still pervasive on how to integrate the diverse industries and organizations for effective delivery of military capabilities to jointly support the national defense strategy.

Key Question(s)

• What attributes facilitate the Army’s attempts to design enterprises that integrate the institutional activities with operational capabilities at the program level?
• What enterprise attributes allow for this design to be scalable for a multi-program enterprise in the Army?
• Can these enterprise attributes be used to develop a management system architecture?

Methodology

Using a Hybrid Research Method of quantitative and qualitative methods in support of Systems Thinking

> Data Collection and Analysis
> Interviews
> Surveys

Iteratively develop system models and simulations of management capabilities based on architectural characteristics

The Research

Army Organization-Process Relationship

Hypothesis: Enterprise Management leverages architectural attributes to integrate tree-like lifecycle processes with network-like leadership processes.

The Planned Research

By developing and extending architectures in the dimensions of programmatic, functional and organizational complexity.

Expected Contribution

Current enterprise research provides strategies and approaches for leveraging enterprise management systems.

This work will identify attributes for architecture development and assessment to support management frameworks.

Provide a Department of Defense Service assessments characteristics to assess and evaluate enterprise management.

Develop modeling capability to normatively develop enterprise architectures.

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Literature Review

> Lean Enterprise Value: Lessons Learned from MIT’s Lean Aerospace Initiative, Murman, E., et al, Palgrave, 2002