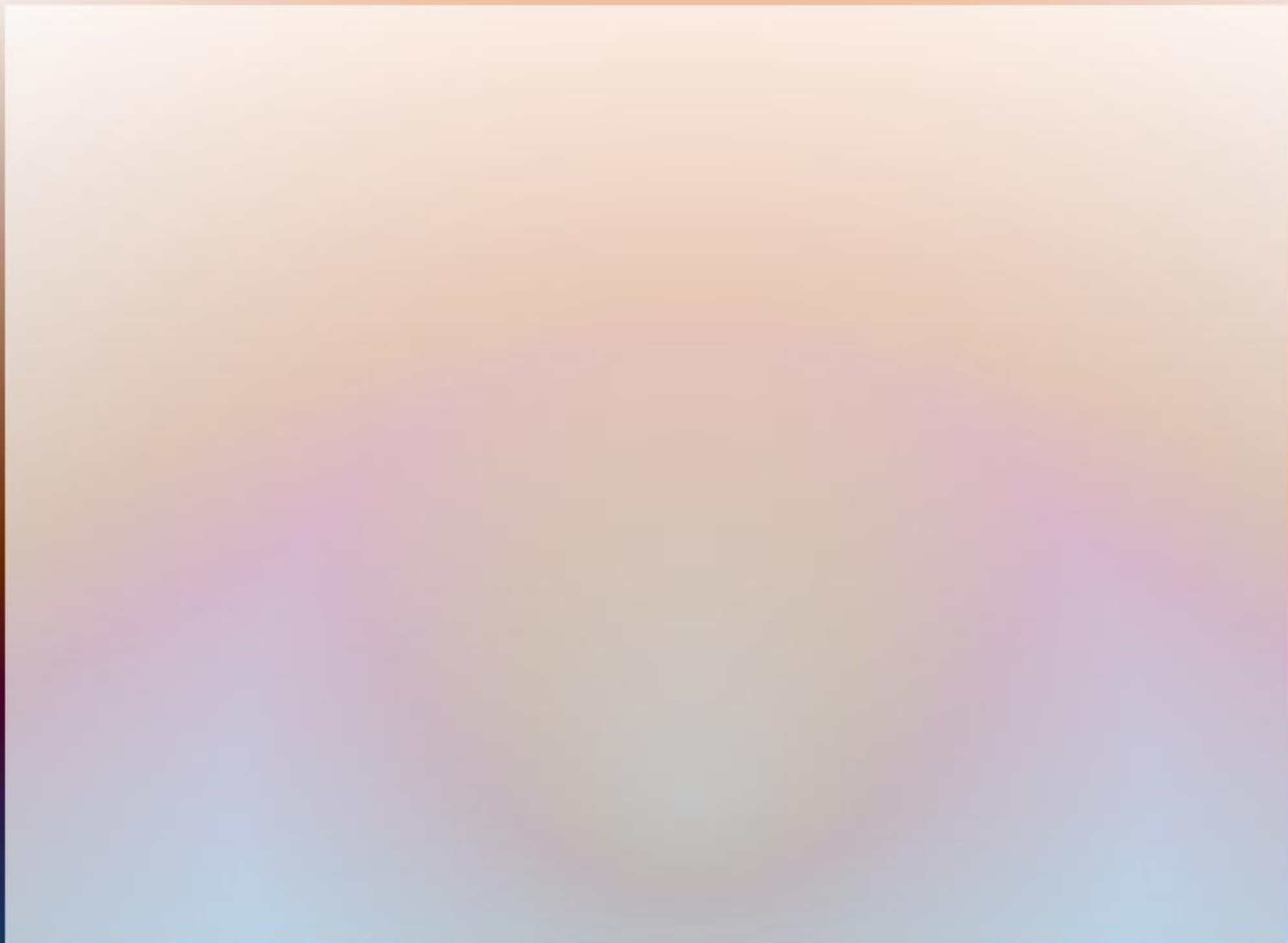


Test and Evaluation

A

UNIVERSAL

Challenge



Why Stay Awake?

- Provoke Thought: Evaluate and Test Ourselves!
- Another view of the world: Serious Play
- T&E vs Acquisition: Process or Product
- The Human Equation: Our Customers
- A “Winning” Attitude: Being “Best in the World”
- I may accidentally say something of value

Provoke Thought: Test & Evaluating Ourselves



There's a place in the world for a gambler
There's a burden that only he can bear
There's a place in the world for a gambler
And he sees, Oh yes, he sees.....

W. M. "Skins" Skinner, USNA'77

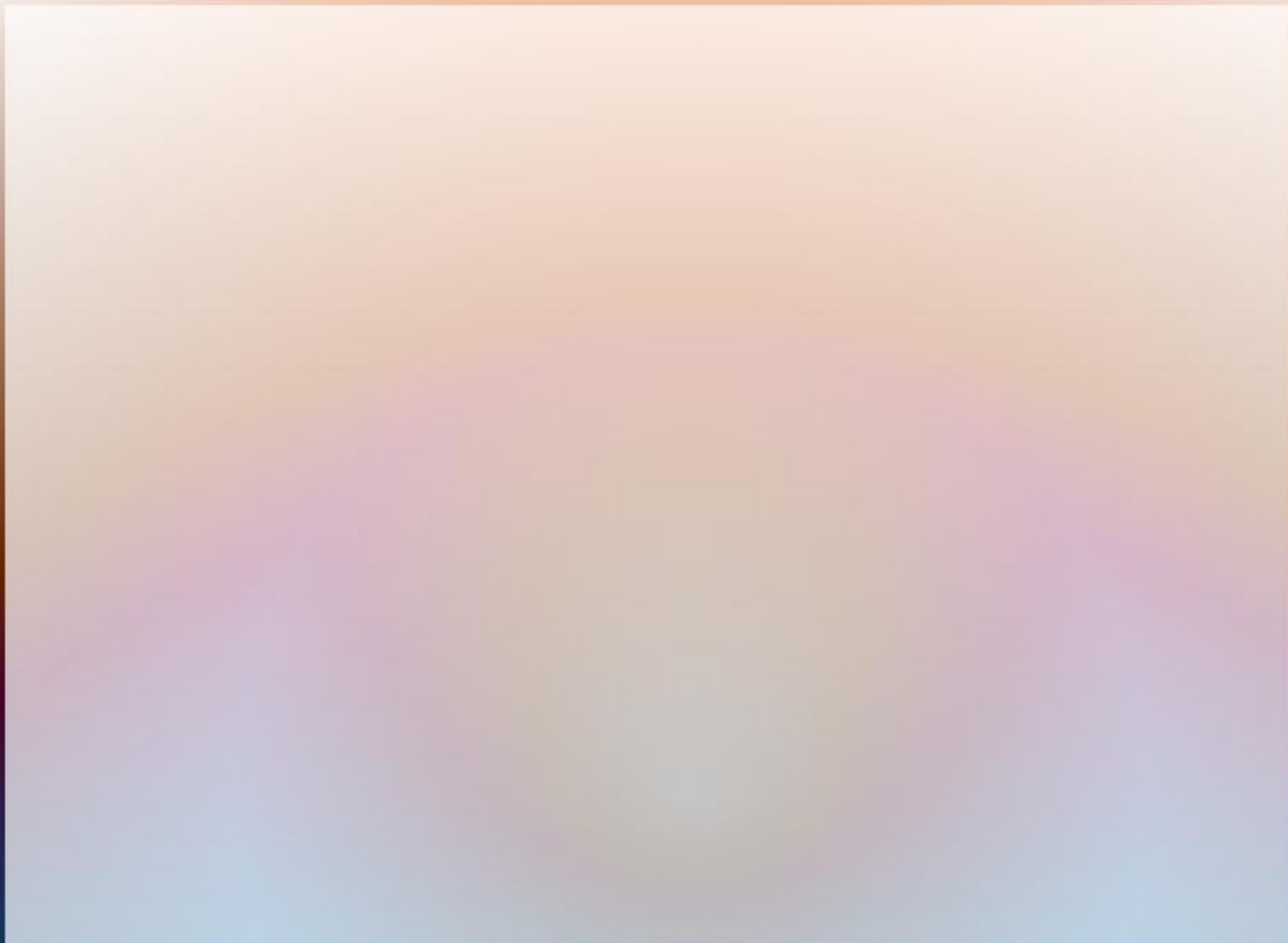
Where's Billy Mitchell?

Provoke Thought: Test & Evaluate Ourselves

- It's the start of the 2nd half, and we're losing!
 - Exploration
 - Education
 - Engineering
 - Engagement
- We are Risk Averse: CYA versus MIH
- Resting on our Laurels: wealth and legacy
- Starting the 2nd half: Where Are Our Gamblers!
- Good News: We're still #1 in Sports and Entertainment?

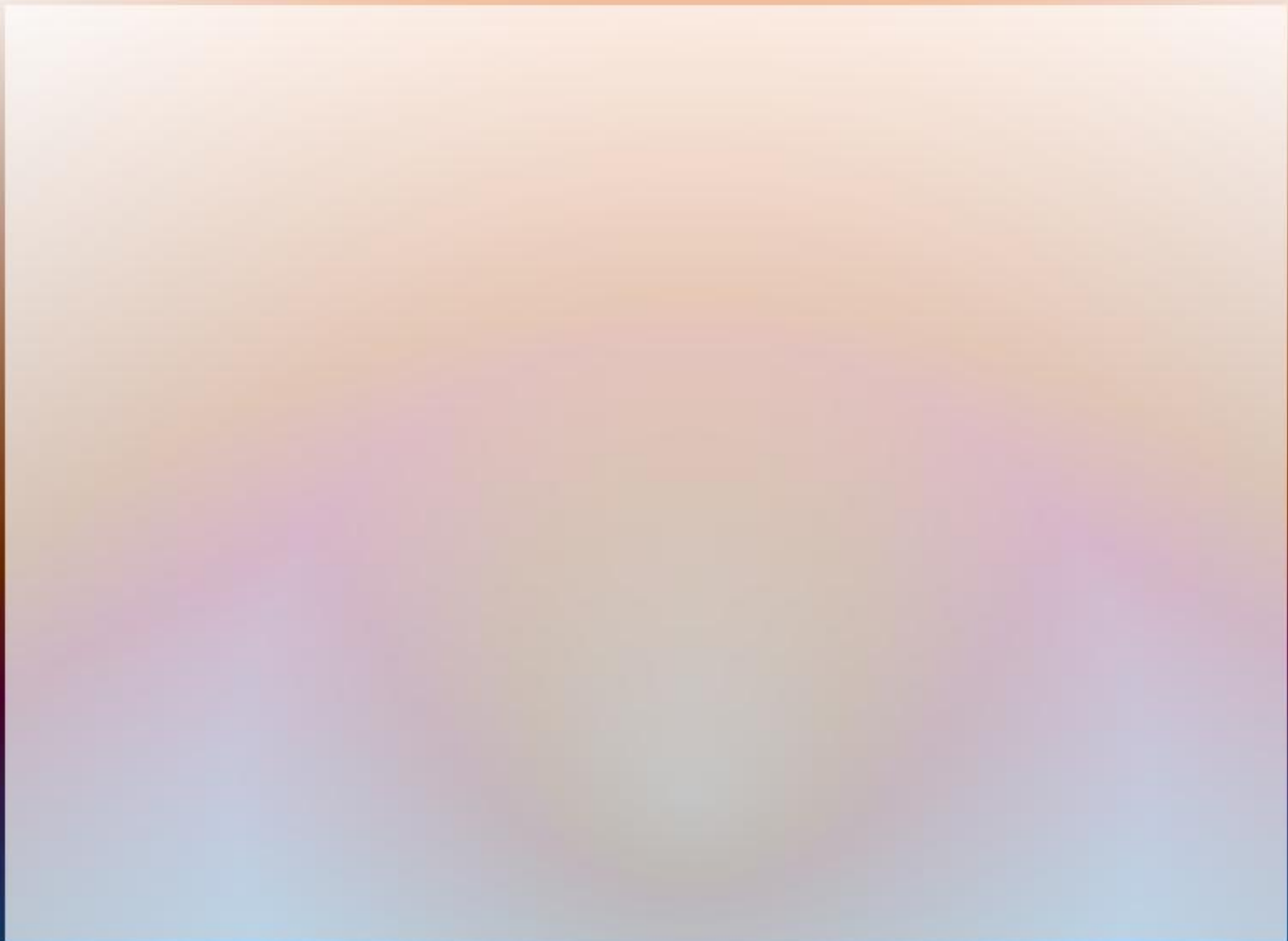
Another View of the World: Serious Play

- The Destination Entertainment Business
 - Engage diverse customers worldwide
 - Deliver best in the world capabilities
 - Priorities: Safety; Function; Reliability; Cost;
 - Operated by 17 to 29 year olds!
- “Serious Play”: Is Serious Business
- “Serious Play”: Applies to training and education
- “Serious Play”: Applies to testing and evaluation



Another View of the World: Serious Play

- Why are we good at Serious Play (sports/entertainment)?
- A Highly Competitive, Highly Risky Business
 - Directors are Fired Every Day!
 - Extremely demanding customers
 - Failure Ruins Careers!
 - A Loss is NOT A Failure!
- Know the signs of “loss” before Failure
- Know how to recover from “loss” quickly
- Can't let a “loss” be an excuse!



T&E vs Acquisition: Process or Product

- The “Lawyer” Approach: What's a judge to do?
- Process drives Quality
 - Definable Tasks
 - Repeatable Performance
 - Predictable Results
- Product (or service) is, however, the GOAL
- Process Supports Product (or service)

T&E vs Acquisition: Process or Product

- T&E Must Be Appropriate
- T&E is an Integral Part of the Delivery
 - Defined objective measures, that are;
 - Relative to the requirements of the item; and
 - Are fairly applied and “adjudicated”; with,
 - Specific diagnostic observation/recommendation
- Resolved: T&E “loss” is not a bad thing!
- Why did the T&E “loss” occur?
- How does T&E “loss” become Acquisition success?

The Human Equation: Our Customers

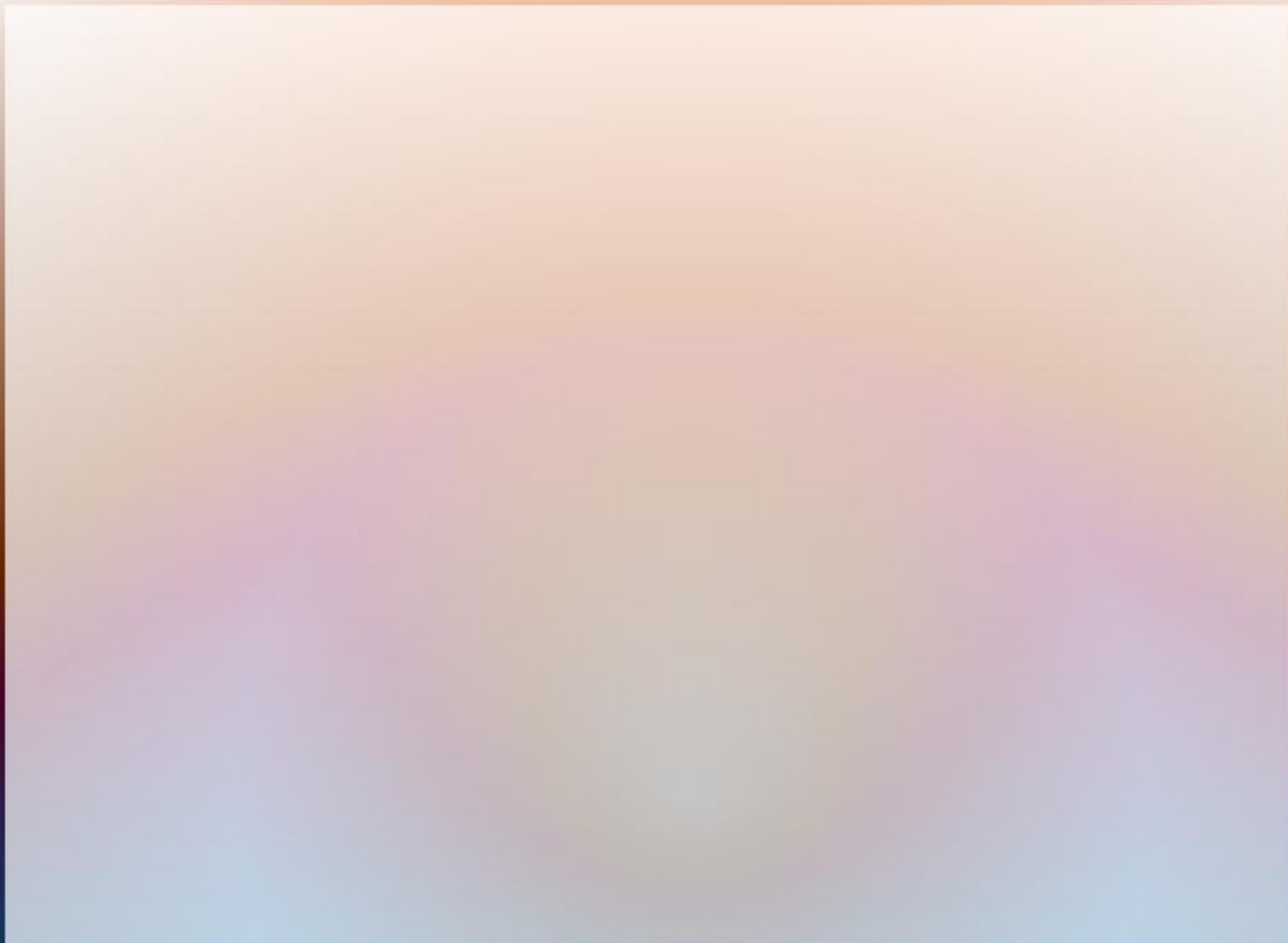
- If it's Pilot Error, is the Airplane at Fault?
- Designing for the customer
 - Who is the customer; what is their skill level?
 - Will the customer require training?
 - Will customers response cause system failure?
- Can the customer “play” with the system?
- Is the customer part of the testing (all levels)?

The Human Equation: Our Customers

- Apple: Steve Jobs Design Genius
- Designing around the customer
 - The IPOD
 - MAC and OSX
 - The IPAD
- The system was designed around customer “play”
- The customer was an integral part of the design
- Technology was less important than “PLAY”

The Human Equation: Our Customers

- Education: Engaging our Customers
- Designing around the customer's response
 - Digital natives
 - Diverse and variable workforce
 - Intuitive and engaging environment
- Technology IS less important than “PLAY”
- Employ technology to support Play.
- Embed persistent “Test & Evaluation” methodology



A Winning Attitude: Being “Best in the World”

- The Competition is Furious; the Air is Thin
- Can you handle the pressure?
 - Concious Incompetance
 - Continuous Improvement
 - Your job is at Risk EVERY DAY!
- Be your own critic (personal, organizational)
- Can you handle the burden; do you have the vision; can you BE THE GAMBLER (your inner Billy Mitchell?)