

#ProjectNext

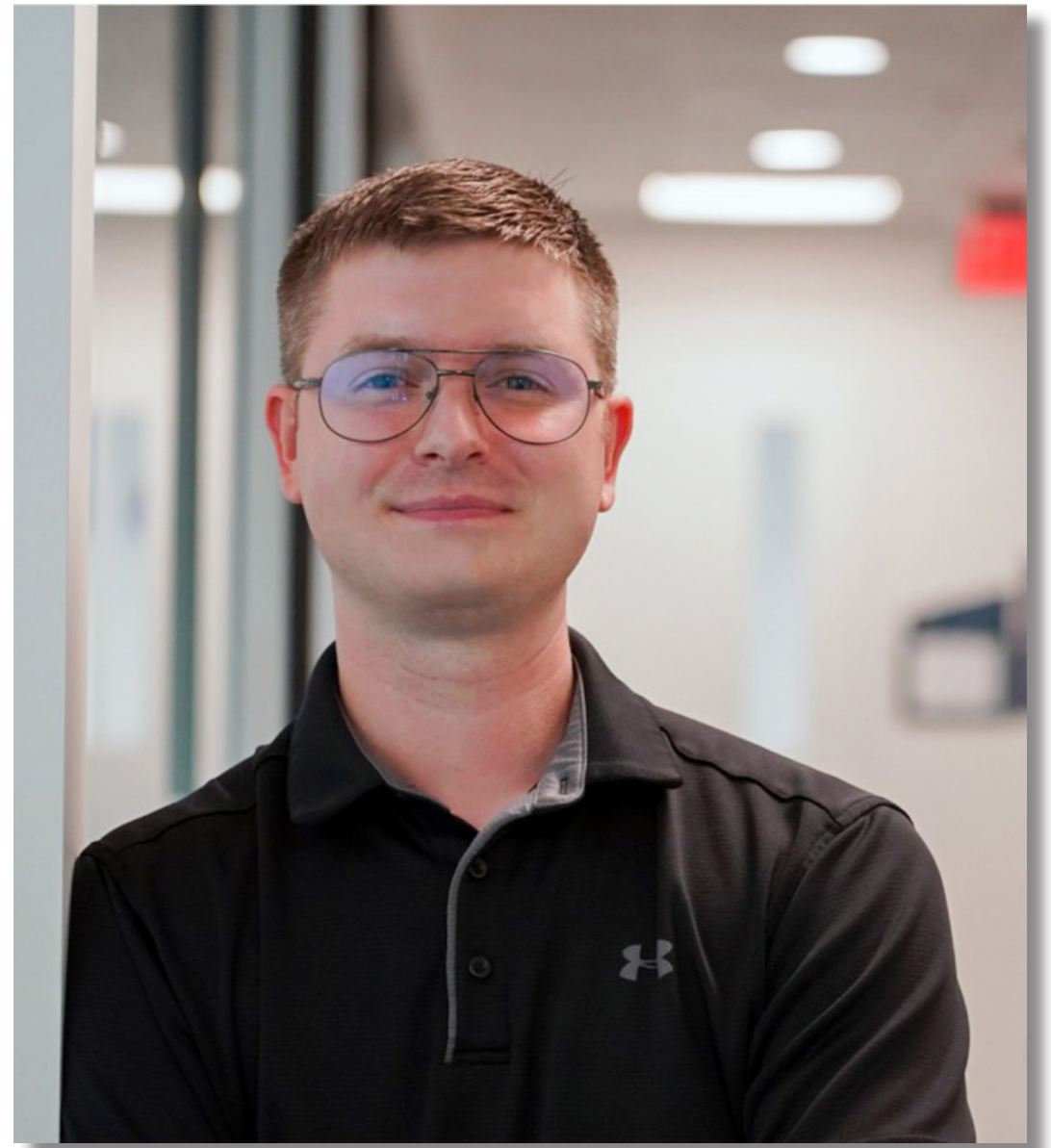
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692D INTELLIGENCE, SURVEILLANCE, AND RECONNAISSANCE GROUP
TALENT MANAGEMENT ADVISOR

COHORT 5 TEAM: "INSERT NAME HERE."

How to Increase Collaboration with Industry

The outcome of our work was learning a lot about the hurdles preventing Airmen from getting away from their primary work centers.



Personal AHA Moment:

My most significant AHA moment was when we surveyed past and present Squadron Commanders and Senior Enlisted Leaders, asking them how much they allow their Airmen to work on Innovation challenges away from their primary work centers. **The overwhelming response was that Squadron leaders were uncomfortable with their Airmen spending more than two hours over two weeks to work on innovation challenges.** This AHA moment indicated that the "frozen middle" at the Air Force level is at the squadron leadership level. In this regard, squadron leaders are not set up for success by higher-level leaders.

How do you use the skills learned in Project Mercury today?

The skills learned in Project Mercury translate exceptionally well outside the innovation arena. For example, I've used them when leading intelligence analysts through ambiguous problem sets when we're trying to gather data to answer key intelligence questions (KIQs). **Likewise, taking small bets, minimizing risk, and communicating and connecting with stakeholders more effectively are all skills that translate well in most domains.**

Dream Job:

My dream job would be to work on Project Nomad full-time. It's the incredible intersection of organizational culture academics, innovation, agile project management, design thinking, data analytics, and natural language processing. So much goodness is generated from the work we do for the units we support and the organizational culture field of study.

What's Next After Project Mercury:

In November 2021, during Project Mercury Cohort 5, **I co-founded a volunteer team called Project Nomad. We've been providing organizational culture coaching to Air and Space force units across the globe.** To date, we've supported 28 units of all sizes, impacting 15,000 Airmen. Our primary service is called Culture Mapping, consisting of small group design thinking workshops repeated within an organization until hitting its statistically representative sample size. These workshops uncover the organization's cultural artifacts, lived values, and underlying beliefs so that root causes for what is working and identify what isn't working. Our second core service is the Organizational Strategy and Culture Workshops we facilitate with representation from across the organization designed to develop the organization's operational strategy and shape cultural processes, practices, rituals, and behaviors. This is all done together while incorporating measures of success and minimal viable solutions that can be tested so that the plan is dynamic and can pivot. Also, this October, the Air Force will publish two new innovative special experience identifiers authored by Project Nomad, including Culture Mapping Facilitator and Organizational Strategy and Culture Advisor, available to every officer and enlisted Airman.