



**WELCOME!**

**PROJECT  
MANAGEMENT  
SYMPOSIUM**

**April 18-19, 2024**

University of Maryland

# Project Management Symposium

*NEXT SESSION*

## Using Innovation to Drive Mission Impact

Sabra Horne

Entrepreneur in Residence, BMNT  
Author



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This session will be recorded.

# Project Management Symposium

# Using Innovation to Drive Mission

Sabra Horne, BMNT



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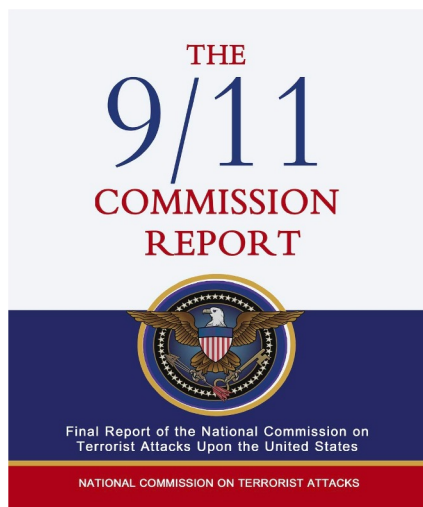
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# Sabra Horne

Entrepreneur in Residence



2024 Project Management Symposium





# CISA Case Study

- Mission: defend 4.7 million owners/operators of critical infrastructure from cyber threats
- Only 2200 workforce members
- Use external partnerships to increase CISA mission impact
  - CRIUS emergency communications purchased
  - H4Homeland Security academic program
  - Partnered with DIU to learn their processes
  - Partnered with external experts to speed acquisition





# Some key PM Symposium themes...

- Building Resilience
- Managing Risk
- Strategic Planning
- Resilient Leadership
- Reducing Waste
- Agile/Lean





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Being An Effective PM...

**is being an  
Innovator.**

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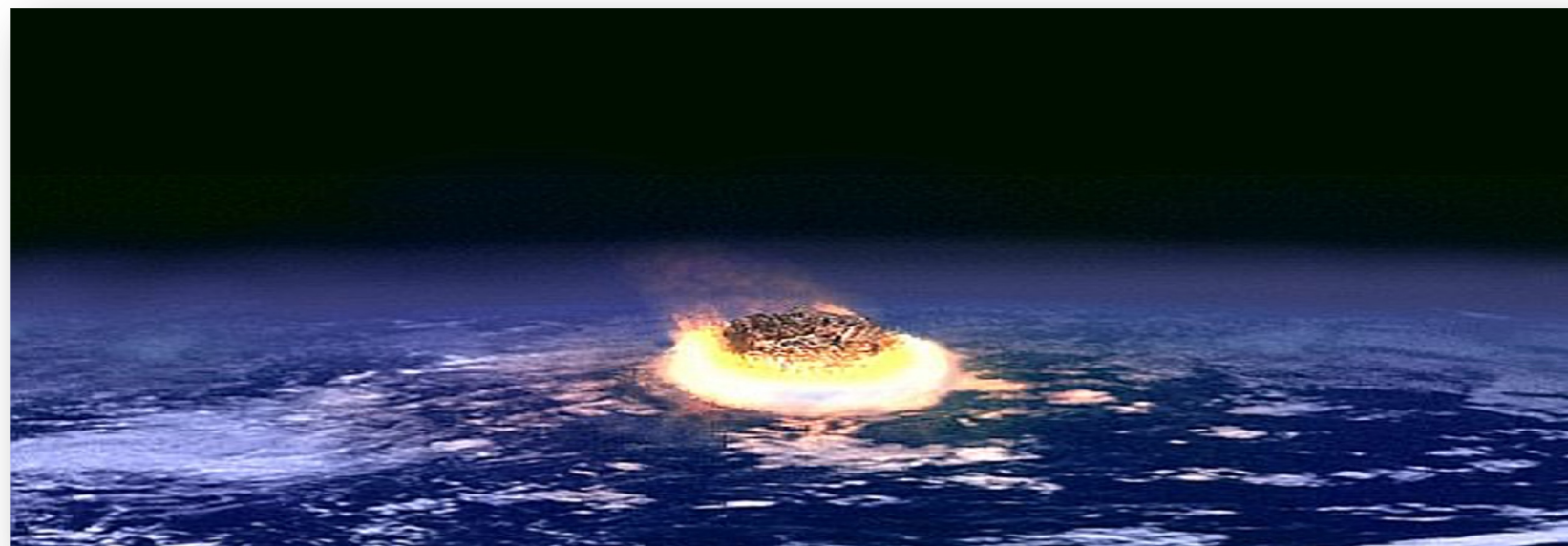


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# Innovation increases impact

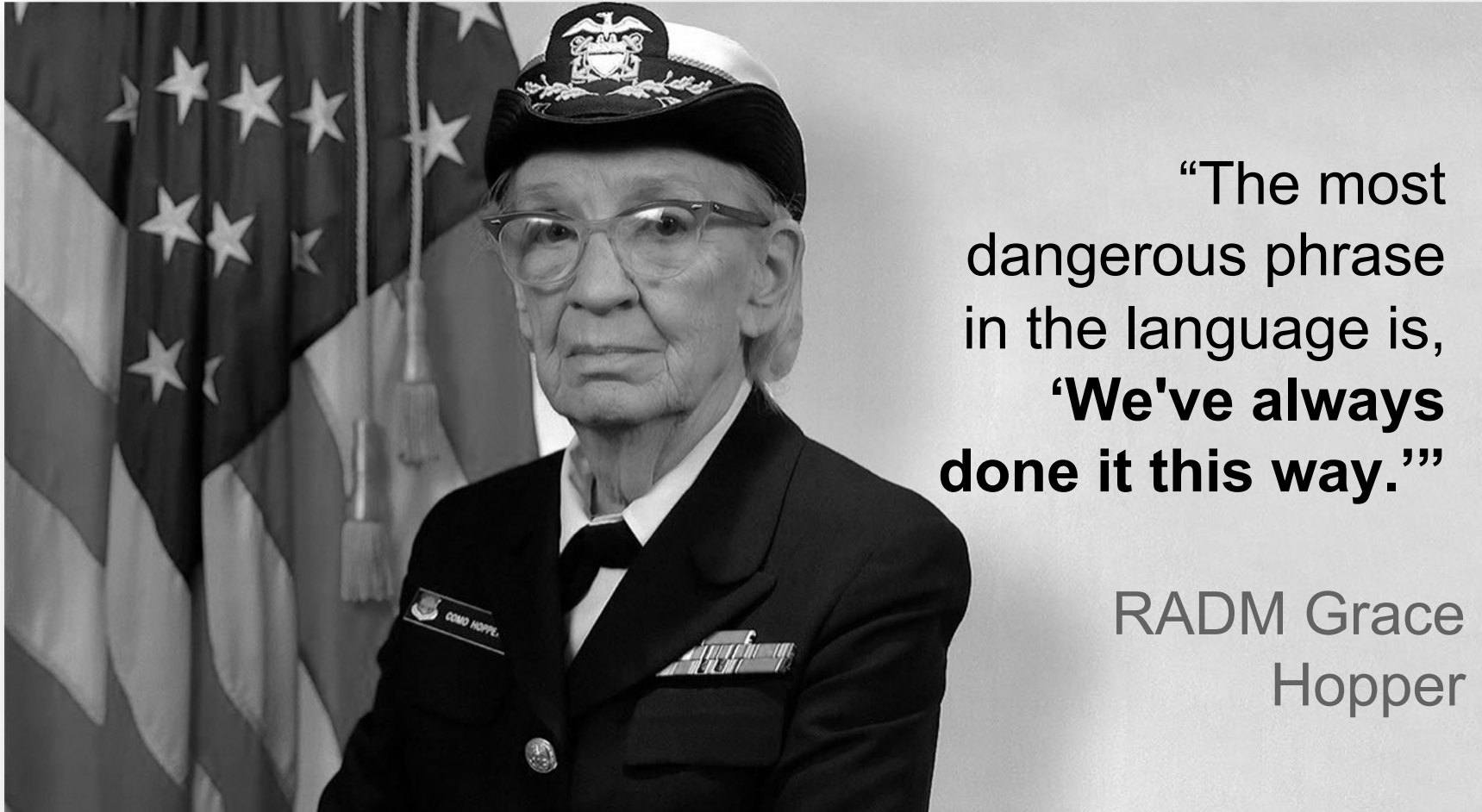
# mission



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“The most dangerous phrase in the language is, **‘We've always done it this way.’**”

RADM Grace  
Hopper





# What is innovation?

Any new tool, process, strategy, policy, or technology that helps your organization achieve mission impact.





# Characteristics of Innovators

Acts with Speed  
Creative  
Collaborative  
Optimistic  
Risk Tolerant  
Resilient  
Mission Focused



Courageous  
Persistent  
Curious  
Biased to Yes  
Flexible  
A Learner  
Biased to Action





Changing the  
risk landscape  
requires courage.



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Build  
risk tolerance.





Nothing  
amazing  
happens in an  
environment  
of fear.





# Exercise: Acting With Speed

- Think of three changes needed on your project
- Share with your neighbor
- Decide the most impactful of these changes
- Share





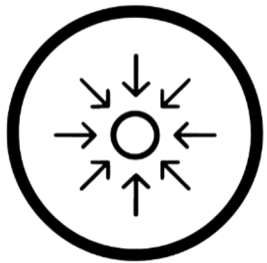
# Six Elements of Innovation







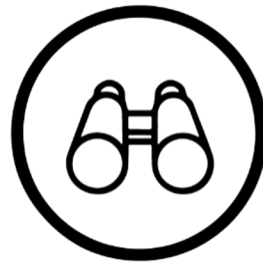
# The Innovation Pipeline



Source



Curate



Discover



Incubate



Transition





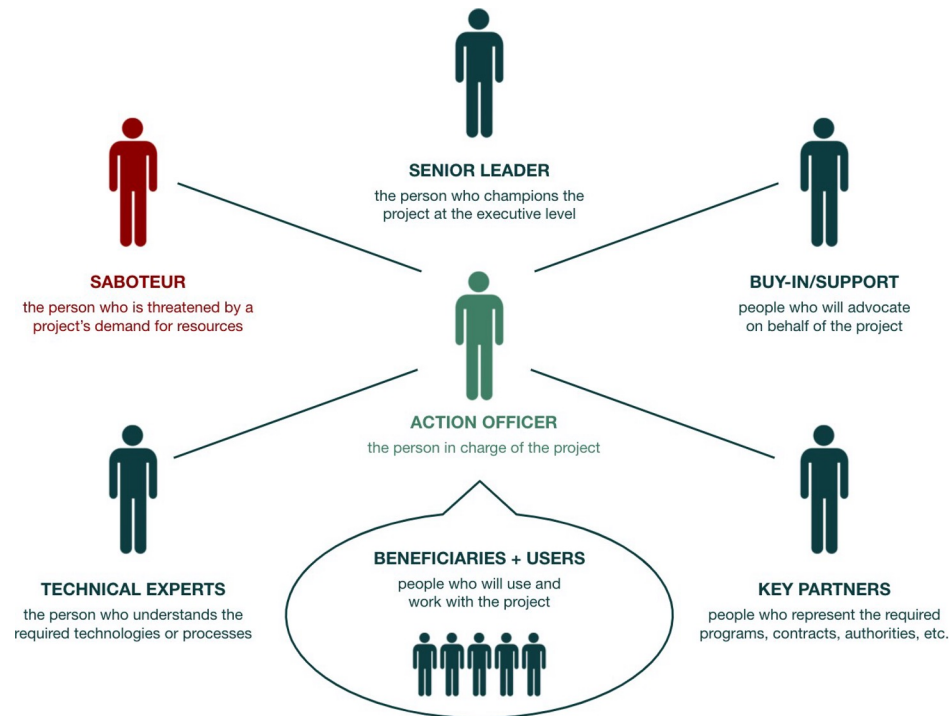
# Building Innovation

- Senior Support
- Innovation Team
- Contracting Authorities/Funding
- Existing Agency Support
- Stakeholders
- Communications
- Partnerships
- Metrics





# Stakeholder Mapping





# Turning Saboteurs into Advocates

- Talk to them
- Understand them, their goals and pain points
- Find common goals
- Expand the pie



# Creating Your Communication Plan



C O M M U N I C A T I O N

- Message
- Methods
- Cadence
- Language
- Monitor and measure





# Limited Ways to Expand Resources



- . Finding funding
- . Growing budget
- . Expanding staff
- . Changing the clock to a 32-hour day





# Partnerships Are Powerful

- . Two or more partners expand available resources
- . Grows limited dollars, personnel, skill sets, and capabilities
- . Can fill skill gaps
- . Can access authorities
- . Can help us meet our goals more quickly
- . Can help us improve quality of our deliverables





# Partnership Best Practices

Anticipate challenges and watch for:

- Project changes from what agreed upon
- New project goals emerging undiscussed
- Missed deadlines
- Missed or slow communications
- Key partners missing from communications
- New partners emerging
- Lack of transparency about communications
- Lack of transparency in characterizing project





# Take the First Steps

- Find your own innovator
- Act with speed
- Pick one thing to change
- Learn new processes
- Seek other innovators
- Energize your colleagues





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# Questions?

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# Evaluate Session

