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# Buying Into a Customer-Centric Future: How AI and Big Ideas can Revolutionize Government Ways of Working

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**This session will be recorded.**

**University of Maryland**  
**Project Management**  
**Symposium**



**PROJECT MANAGEMENT  
CENTER FOR EXCELLENCE**

A.J. CLARK SCHOOL OF ENGINEERING  
Civil & Environmental Engineering Department





# Buying Into a Customer-Centric Future:

*How AI and Big Ideas can Revolutionize Government  
Ways of Working*

*John Johnson, UMD*

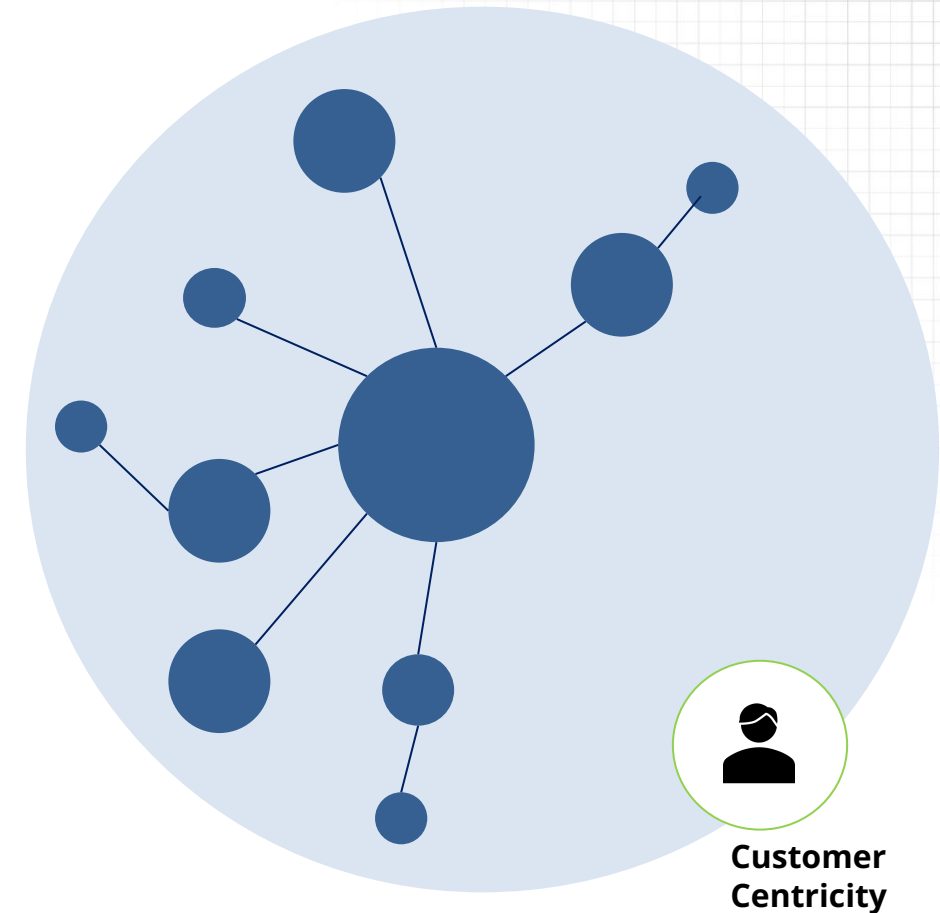
*Daniel Forrester, Thruue*

*Joe Mariani, Deloitte*

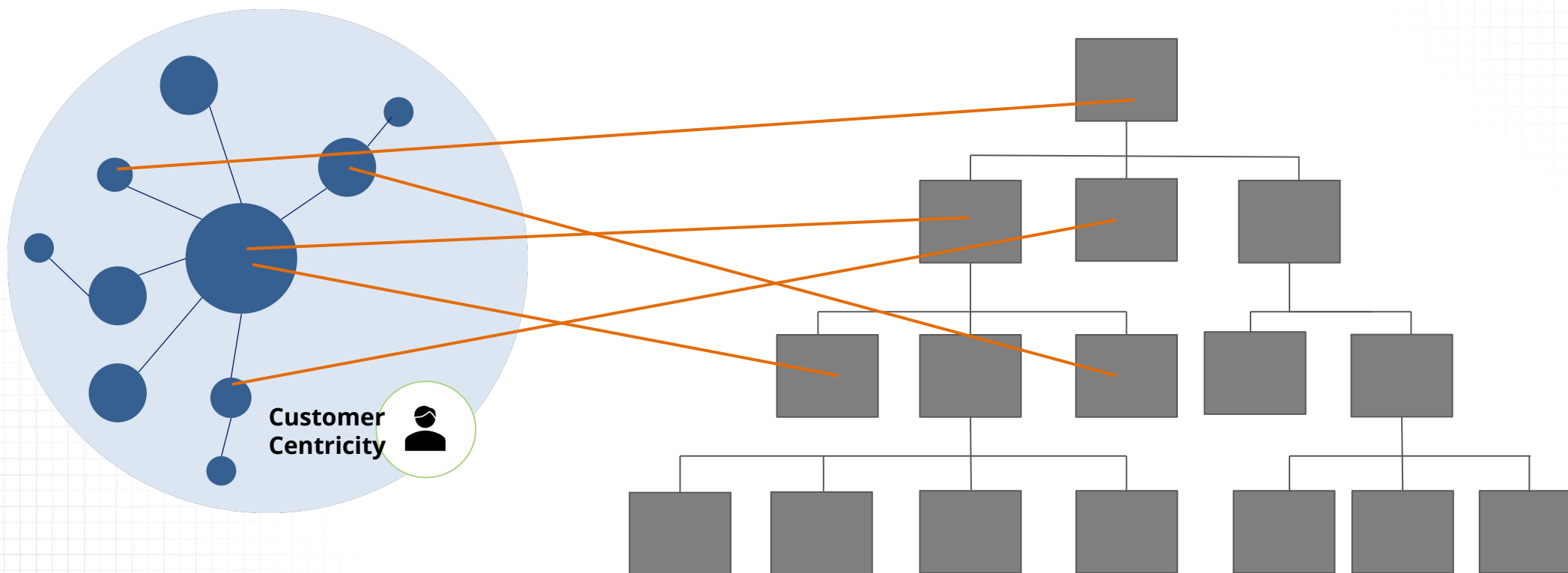
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# Enabling Business a Customer-Centric Government

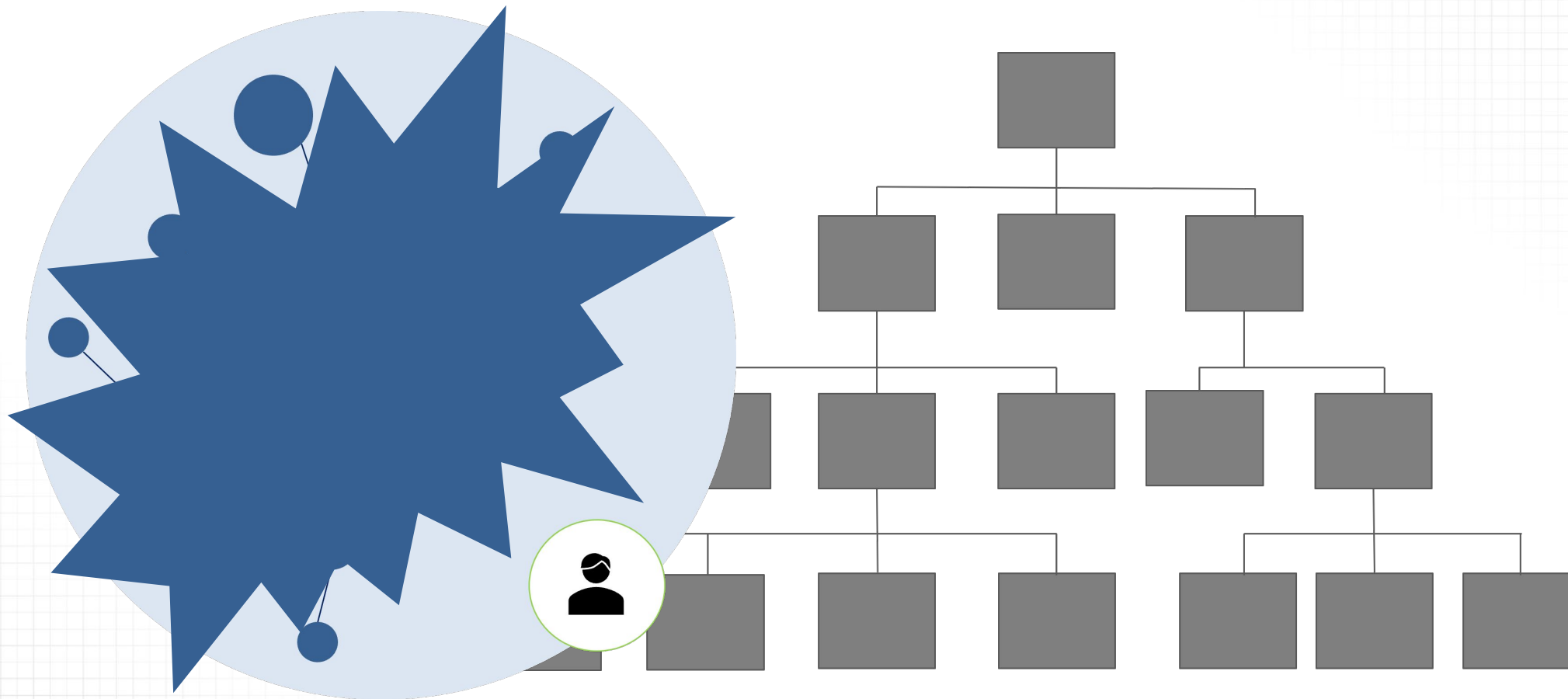
- Government has yet to embrace new ways of working
  - Agile and/or Modular Acquisitions
    - Modular acquisitions to manage risk
    - Working with Scope Buffer
    - Leveraging OTAs and Alternative Pathways (MTA, Software Acq)
  - Embracing Integrated, Empowered Teams
    - Requirements, design, build, and test on the same team
    - Enabling fast-tracking and rapid prototyping
    - User-centered design



# Organizations use hierarchy for stability & execution

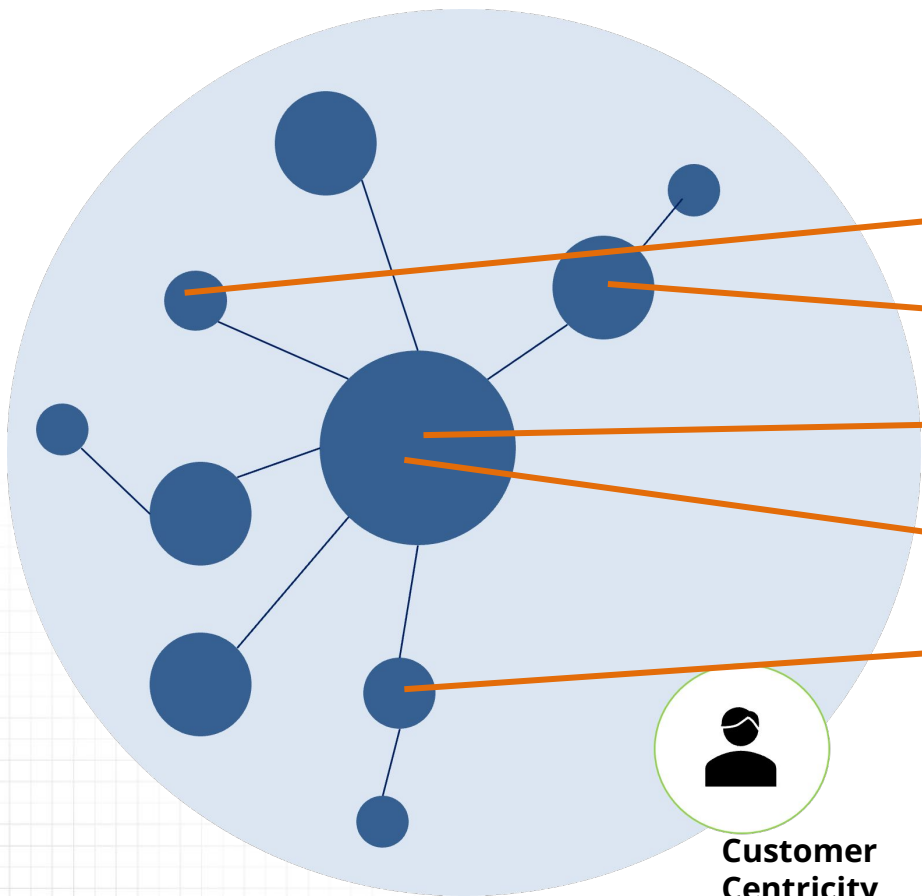


# Guess what happens?

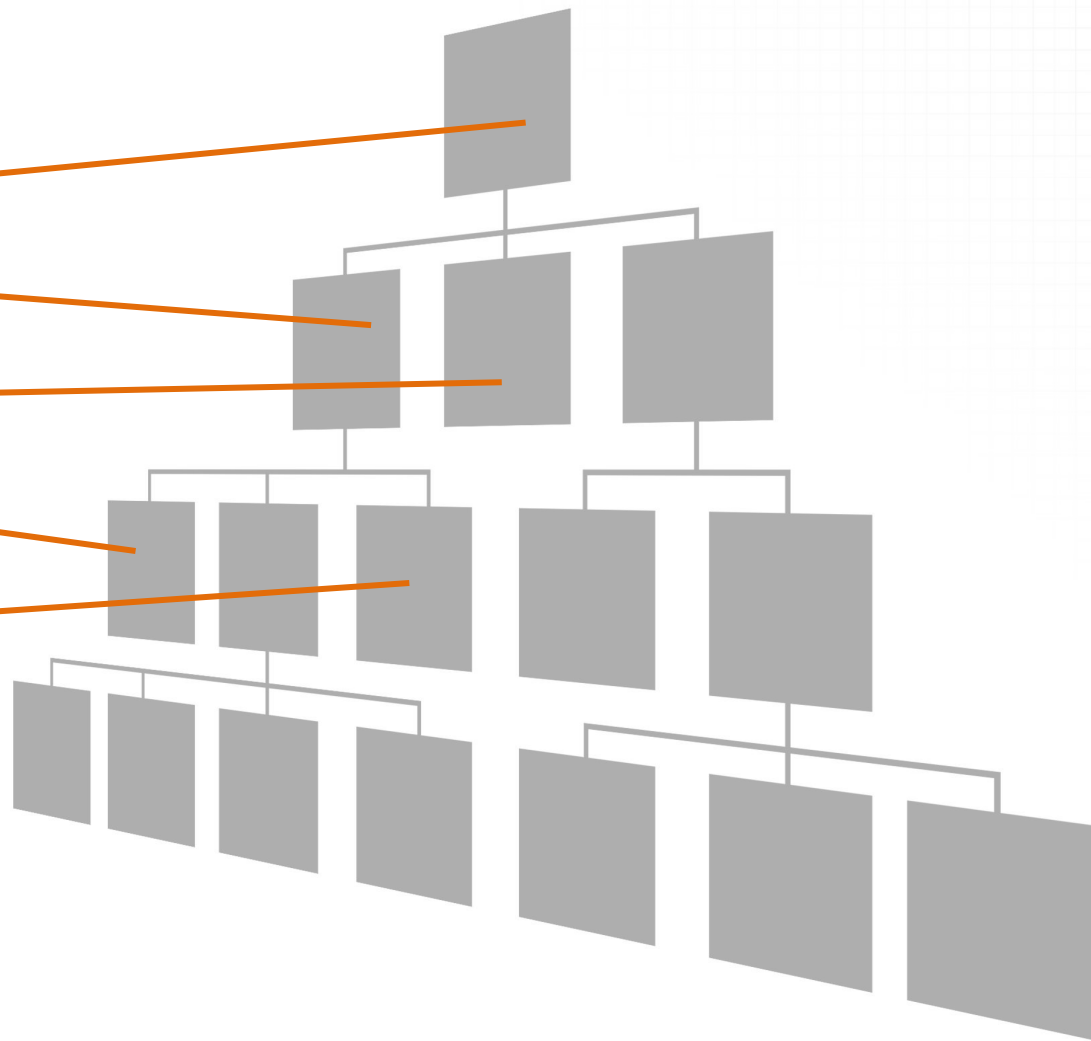


# We need a dual operating system for Business Agility

Efficiency and stability

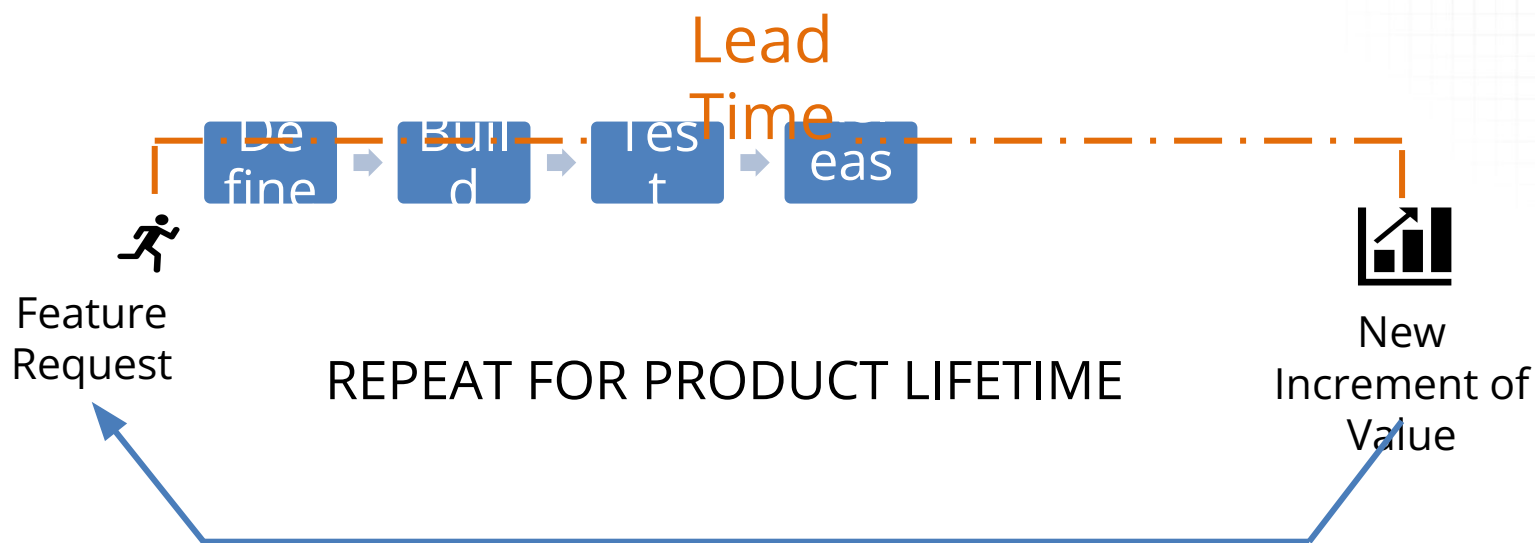
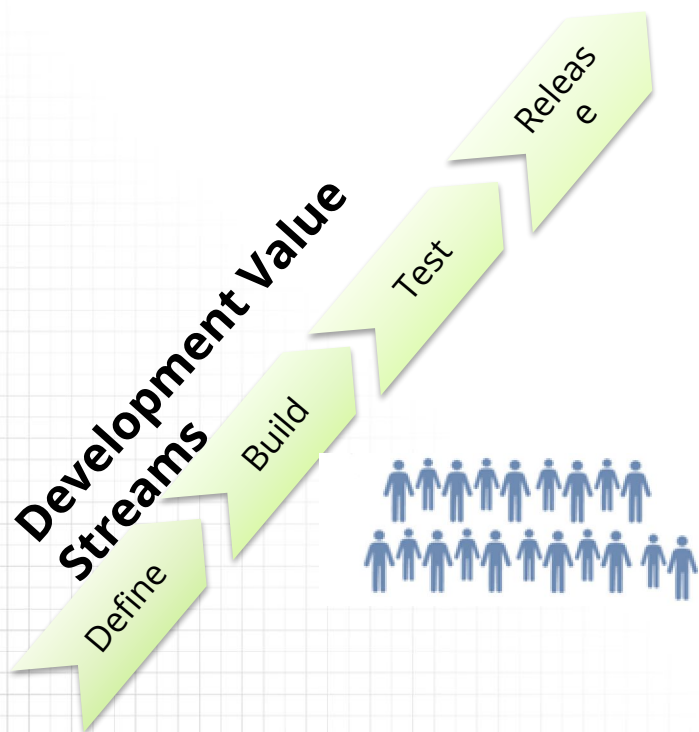
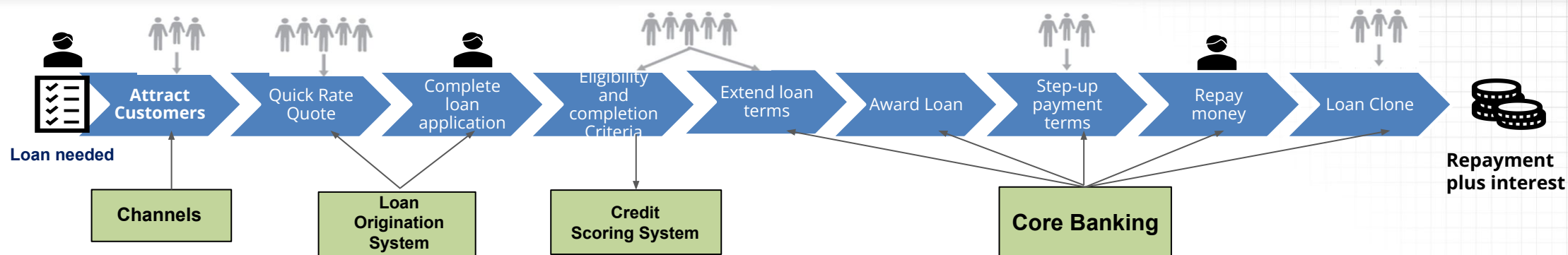


Customer  
Centricity



Speed of innovation

# Value Streams



*The aim of development is in fact the creation of profitable operational value streams.*

*—Allen C. Ward*



# Government Value Streams



Kill Chain

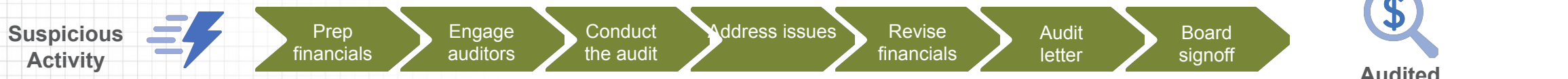


Test for COVID

COVID Results



mRNA vaccine creation



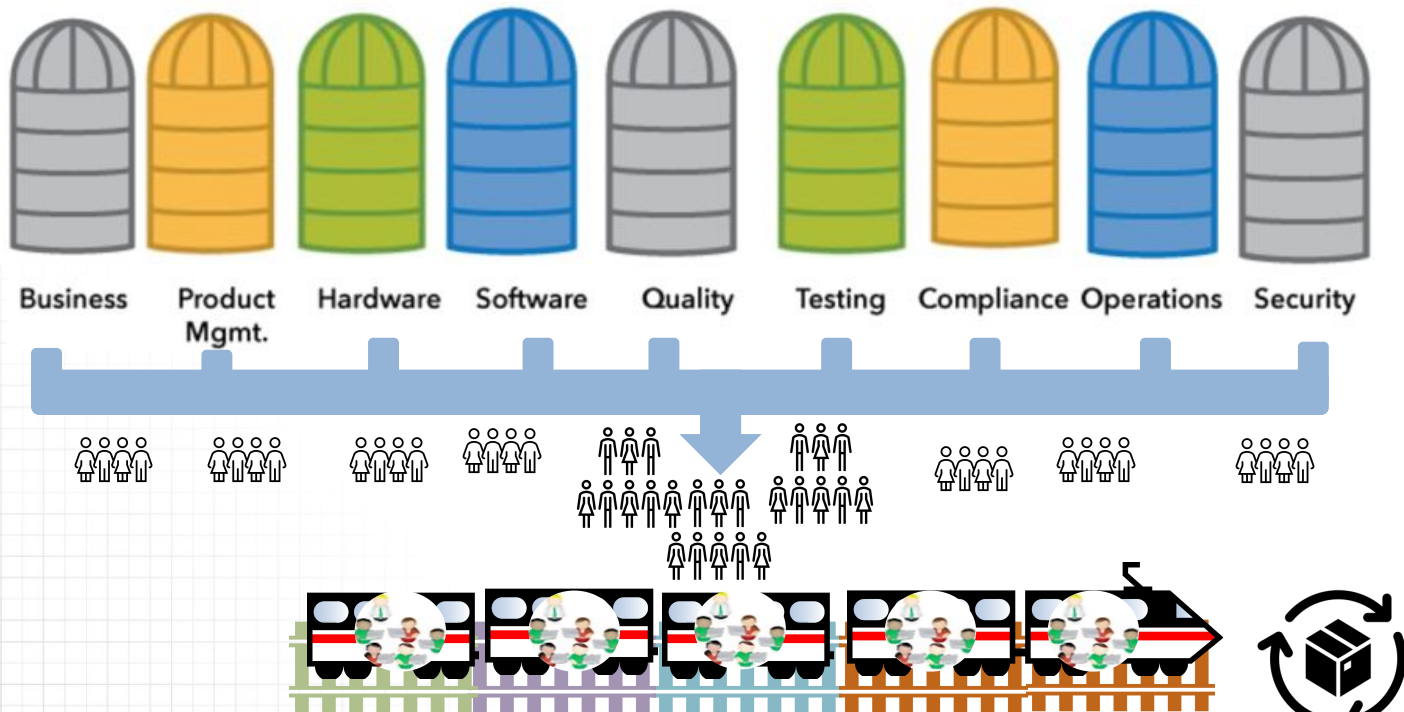
Investigate Potential Fraud

Audited financials



# Organize Around Value in an Agile Release Train (ART)

- This requires people with different skills to come together as a unified, enduring, cross-functional Agile Release Train (ART)



**AGILE RELEASE TRAIN (ARTs)**

- Fewer handoffs, faster value delivery
- Easier to build in quality
- Built-in alignment between the business and software development
- Optimizing the system as a whole

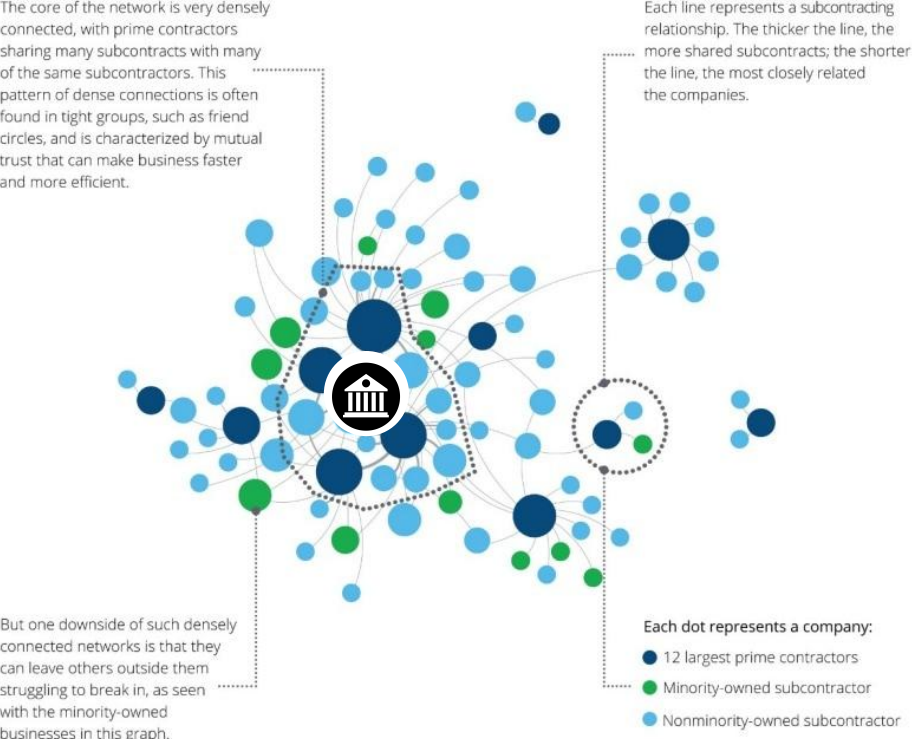
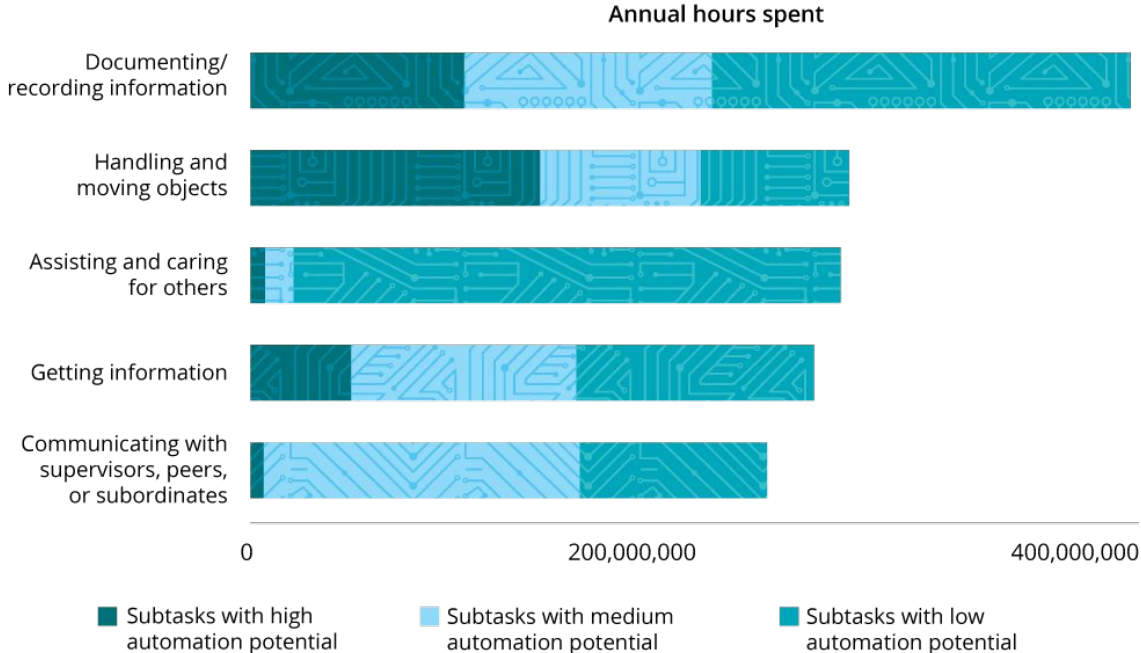
# Challenges for Creating Cross-Organizational and Cross-Functional Teams

## For contracting officers

## For small businesses

Our analysis of how the Federal workforce spends its time shows that AI can help save substantial time on common tasks. This can free up contracting officials to spend less time shuffling paper and more time thinking about the right procurement strategies.

Our research in the Defense Industrial Base has shown that small and minority-owned businesses exist literally at the edge of the market. So far tools like OTAs have failed to bring in more small and non-traditional vendors. But AI can help by making contracting more streamlined and requiring less of the specialized knowledge resident in big primes.



Source: Deloitte analysis of OPM Fedscope and DOL O\*NET data.

# Is Agile in Government Possible?

*Actually, it's encouraged by law...*

## **FAR Subpart 39.103**

*This section implements [41 U.S.C. 2308](#).  
Modular contracting is intended to reduce program risk and to incentivize contractor performance while meeting the Government's need for timely access to rapidly changing technology...*

(B) INVOLVES  
(I) THE INCREMENTAL DEVELOPMENT AND FIELDING OF CAPABILITIES, COMMONLY CALLED "SPIRALS", "SPINS", OR "SPRINTS", WHICH CAN BE MEASURED IN A FEW WEEKS OR MONTHS, AND  
(II) CONTINUOUS PARTICIPATION AND COLLABORATION BY USERS, TESTERS, AND REQUIREMENTS AUTHORITIES.  
-NDAA 2018, SEC. 874



**Agile Acquisition 101 (Increment 2)**

[https://www.youtube.com/watch?time\\_continue=30&v=Md3lrifEb4I](https://www.youtube.com/watch?time_continue=30&v=Md3lrifEb4I)

- Follows federal acquisitions standards
  - Definitive value of delivery of capabilities
  - Delivered within a set period of performance
  - In-line with an IGCE
- Modular Acquisitions highly encouraged by FAR 39
  - Incentivizes contractor performance
  - Reduces program risk
- NDAA 2018 encourages continuous Agile approach for software, suggesting the use of DevOps and weekly “spirals, spins, or sprints”

# Modern Agile in Government: 18F

- After 10 years of not building one line of working code, the State of California turned to 18F to support its child welfare services case management system.
- 18F worked with California's Department of Social Services and Office of Systems Integration to :
  - modular contracting,
  - agile development,
  - user-centered design, and
  - open source practices
- In 2015, the State of California began a process to modernize their child welfare services case management system.
  - Used by more than 20,000 social workers
  - Track and manage the more than 500,000 cases of child abuse and neglect annually



<https://www.youtube.com/watch?v=INSmF7-xisU>

*In one year, California had major improvements to its legacy system...*

***"Better than the last 15-20 years!"***

**[Read more here](#)**





**PRODUCT GOVERNMENT KICKOFF CONFERENCE**

**COALITION FOR A CUSTOMER-CENTRIC GOVERNMENT THROUGH BETTER PRODUCT MANAGEMENT**

**MAY 12, 2022**

 **A. JAMES CLARK SCHOOL OF ENGINEERING**







<https://epm.umd.edu/workshop-program/product-government-course/>

The video player shows a slide titled "Course Overview" from the University of Maryland Project Management Center for Excellence. On the left, a presenter in a dark polo shirt is speaking. On the right, a list of seven topics is displayed:

1. Product and Agile in Government
2. Project vs. Product
3. Product Lifecycles
4. Product Culture – Mindsets
5. Product Culture – Leadership
6. Data and Decision Making for Products
7. Product Management at Scale

The video player includes a play button, a progress bar at 07:50, and a Vimeo logo in the bottom right corner.





# Product Government Kickoff Conference Event



**Joshua Marcuse**  
Head of Strategy and Innovation  
Google



**Dan Ward**  
Senior Principal Systems Engineer  
MITRE

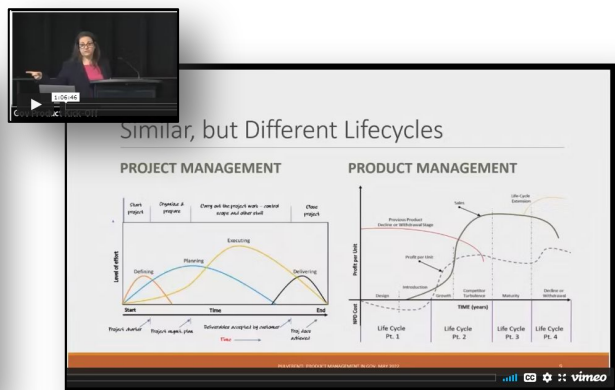
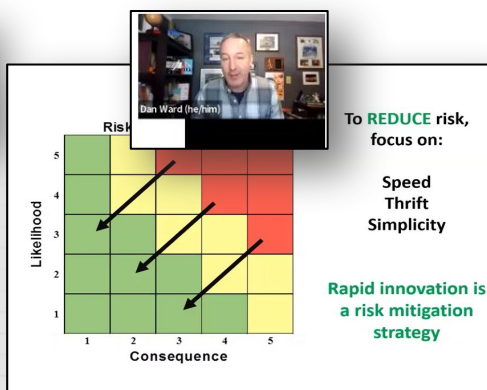


**Robin Pulverenti**  
Projects Leader  
ICF International



**And You, the Early Adopter**

PM.UMD.EDU

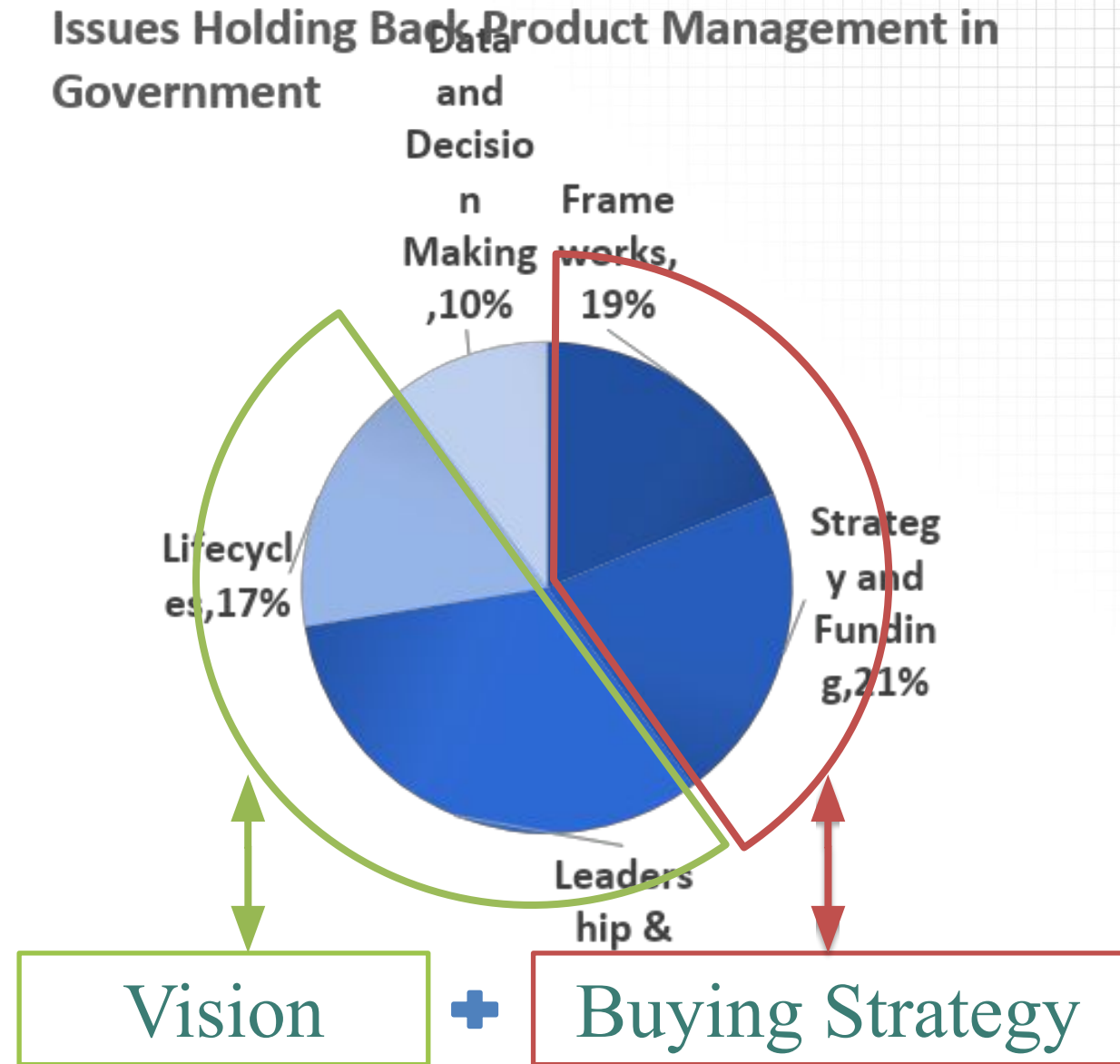




# Conference Analysis

- Hybrid Environment
  - Gather.town and MiroBoards
  - Walls and Poster Board
- Collected input across three major topics:
  - Opportunities
  - Success Factors
  - Challenges

## Issues Holding Back Product Management in Government



# Setting a Vision



**Transcendent, belief driven and aspirational**

**“A world beyond cash”  
(Mastercard)**

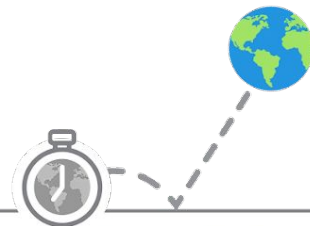
**Earth is now our only shareholder.  
Patagonia**



**Expansive Future Value Proposition**

**“When I look, several decades out...to be able to be anywhere in the world in four hours for \$100”**

**Boom Sonic Jets**



**Clock ticking Outcomes**

**“By the end of the decade”  
*Kennedy***

**Celtics Spotlight on the wall - Coach Doc Rivers**



**Exploiting Technology Convergence**

- **Autonomous cars**
- **AI-driven households**
- **MRNA and Vaccination**



**“Getting the Big-Ideas Right”**

**“Lap-top in every home”**

**“Live among the population”**

**“Culture is our strategy”**



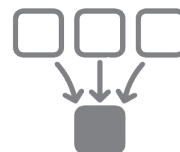
# The first job of every leader: “Getting the Big Ideas Right”

“The first job of a leader and leadership team is to get the “Big Ideas” right. Big ideas don’t fall from the tree like the apple did on Newton’s head – they take time and reflection to get right.”

– *General David Petraeus*



Not "business as usual"  
- a bold departure



Unifying  
and Central



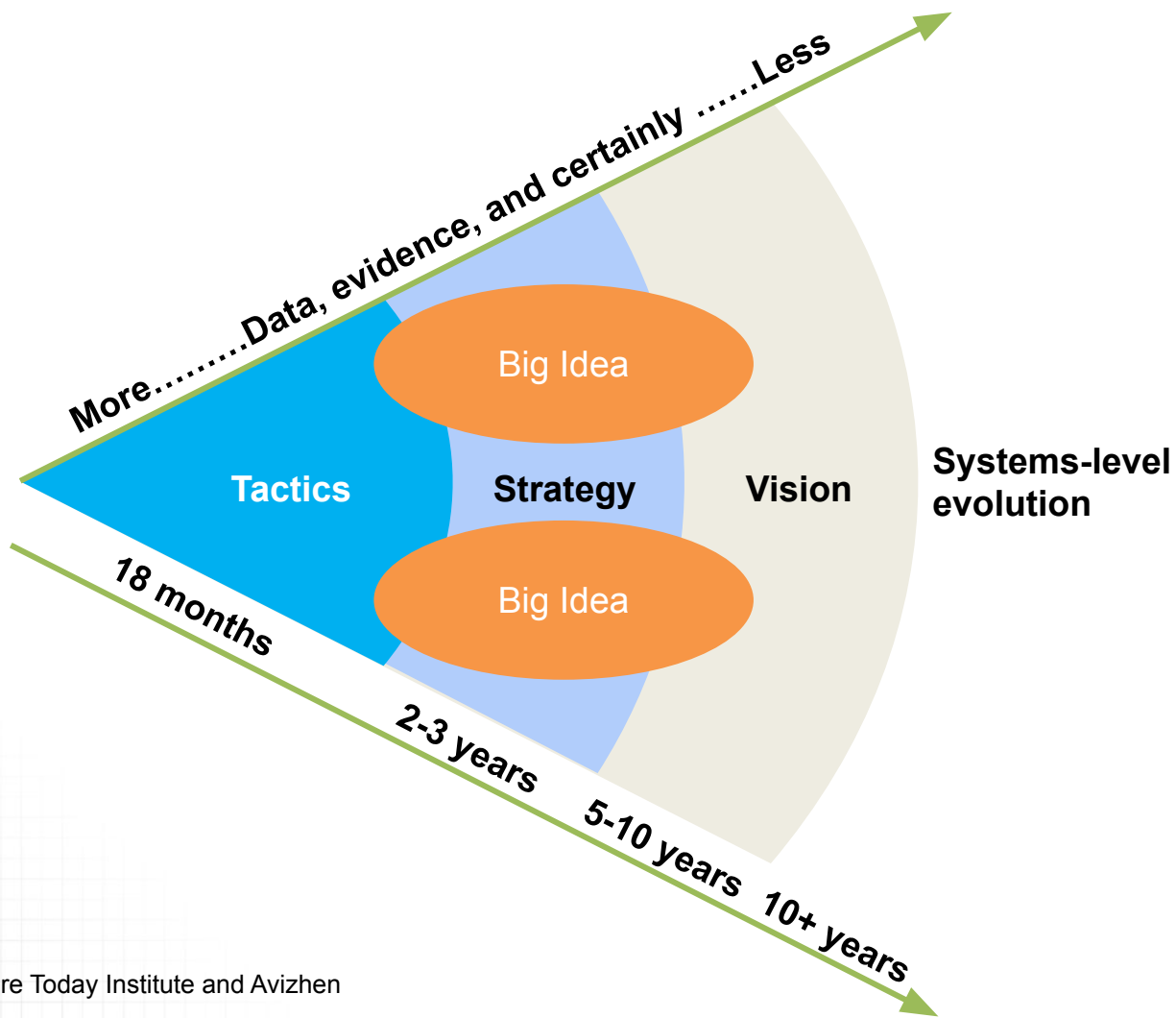
Concrete  
and Clear



Takes time to  
get right  
"patience" factor



# How to Think About Vision and “Big Ideas”

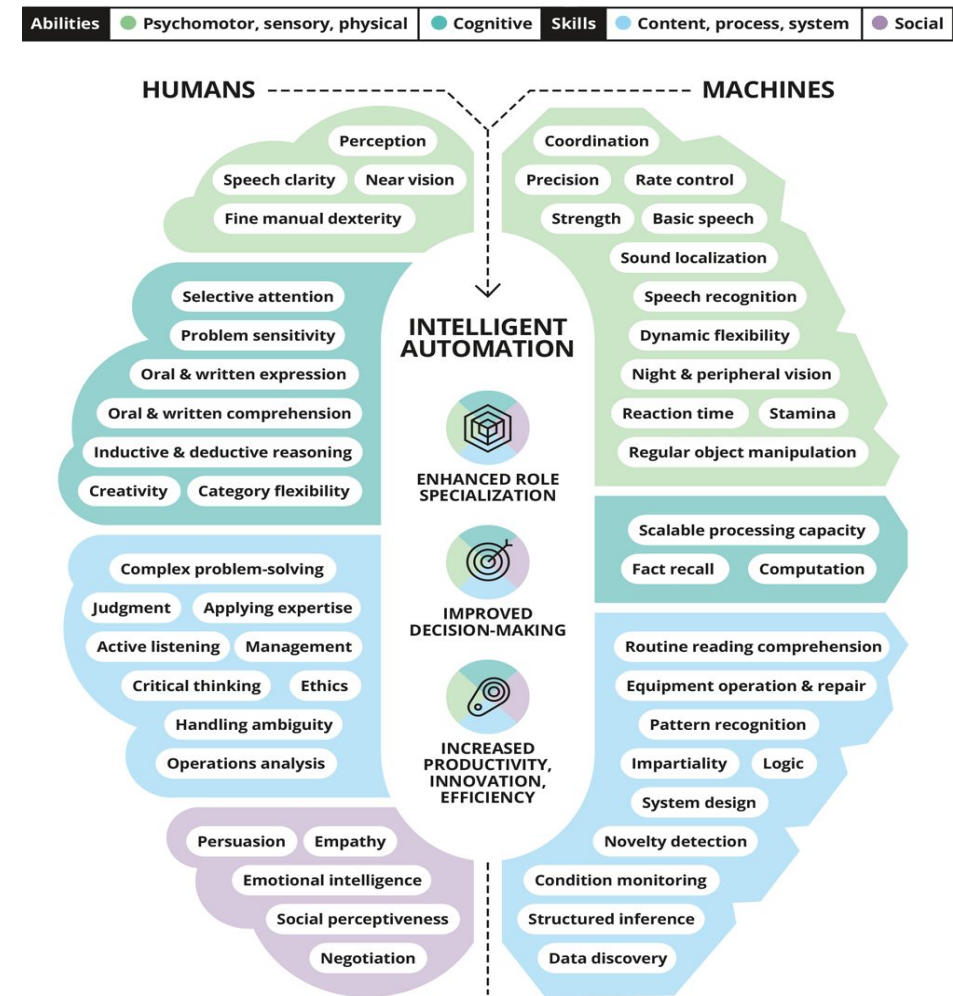


Source: Amy Webb, Future Today Institute and Avizhen



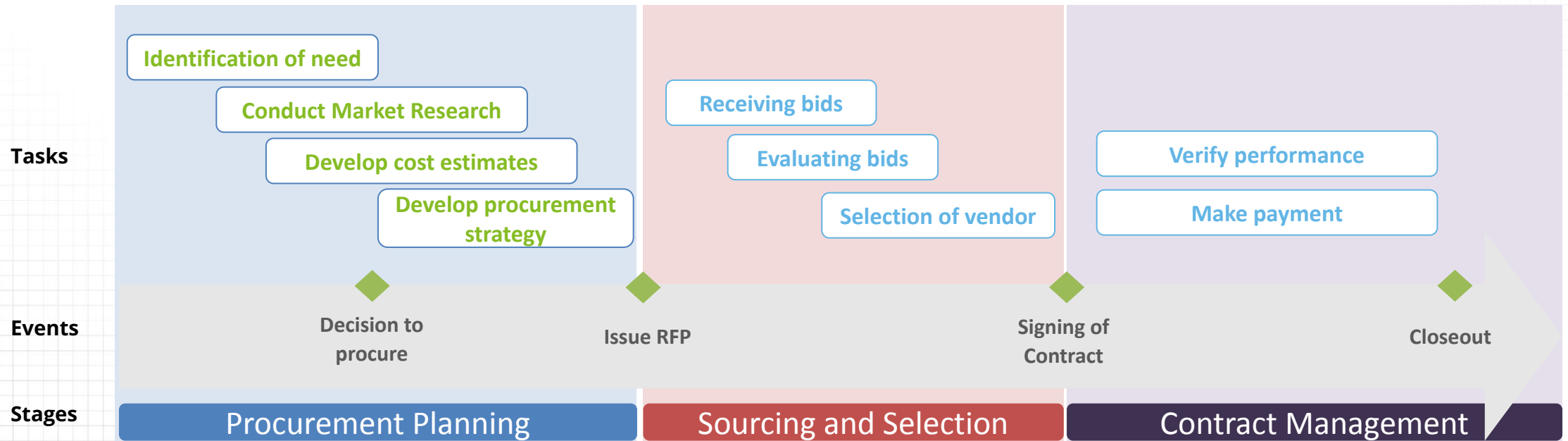
# AI as an Accelerant for Vision

- Big Ideas
  - Cross tactics, strategy, and vision
  - Must be broken down into a roadmap
  - Ex. Kennedy’s Moonshot
- Overcoming cultural barriers requires sense-making
  - Need a clear sense of problems to solve
  - What are the concrete tangible steps?
  - AI can augment our sense-making
- We can do this now for Procurement
  - Buy strategies and procurement reform has looked too hard
  - AI can accelerate common understanding and learning
  - Buying Strategy Challenge and overcome these cultural barriers



# Buying in government isn't a transaction

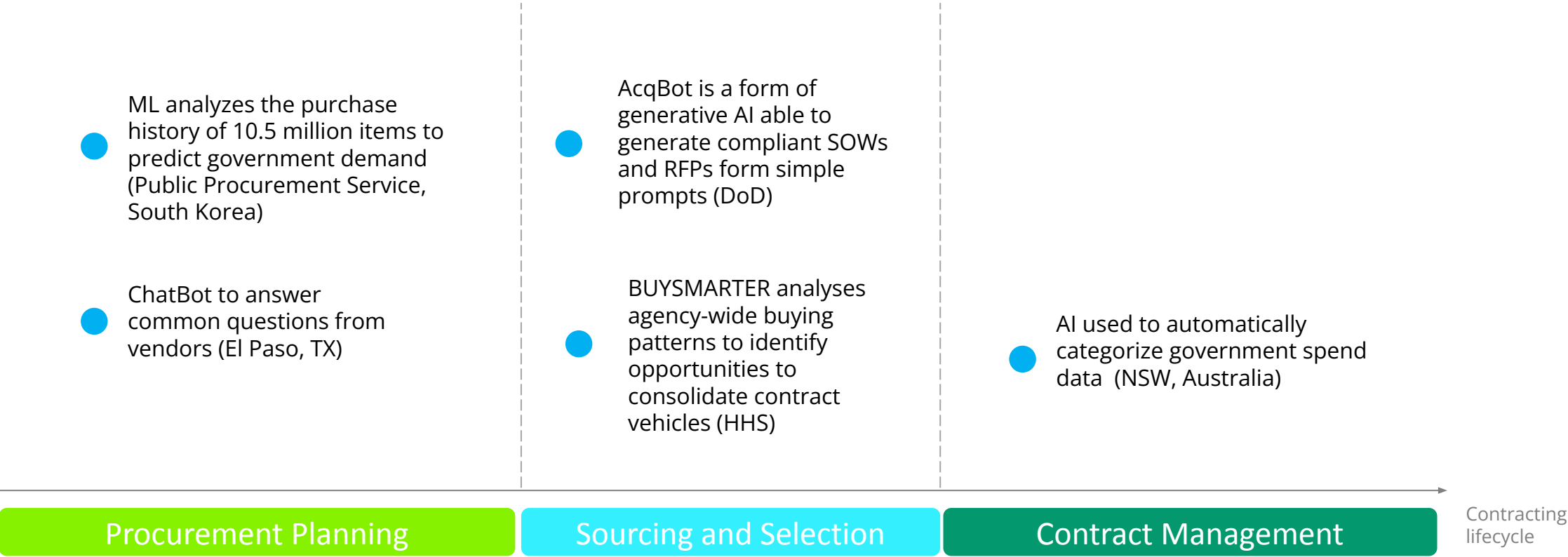
Contracting is a series tasks, events, and stages all interwoven to achieve a goal



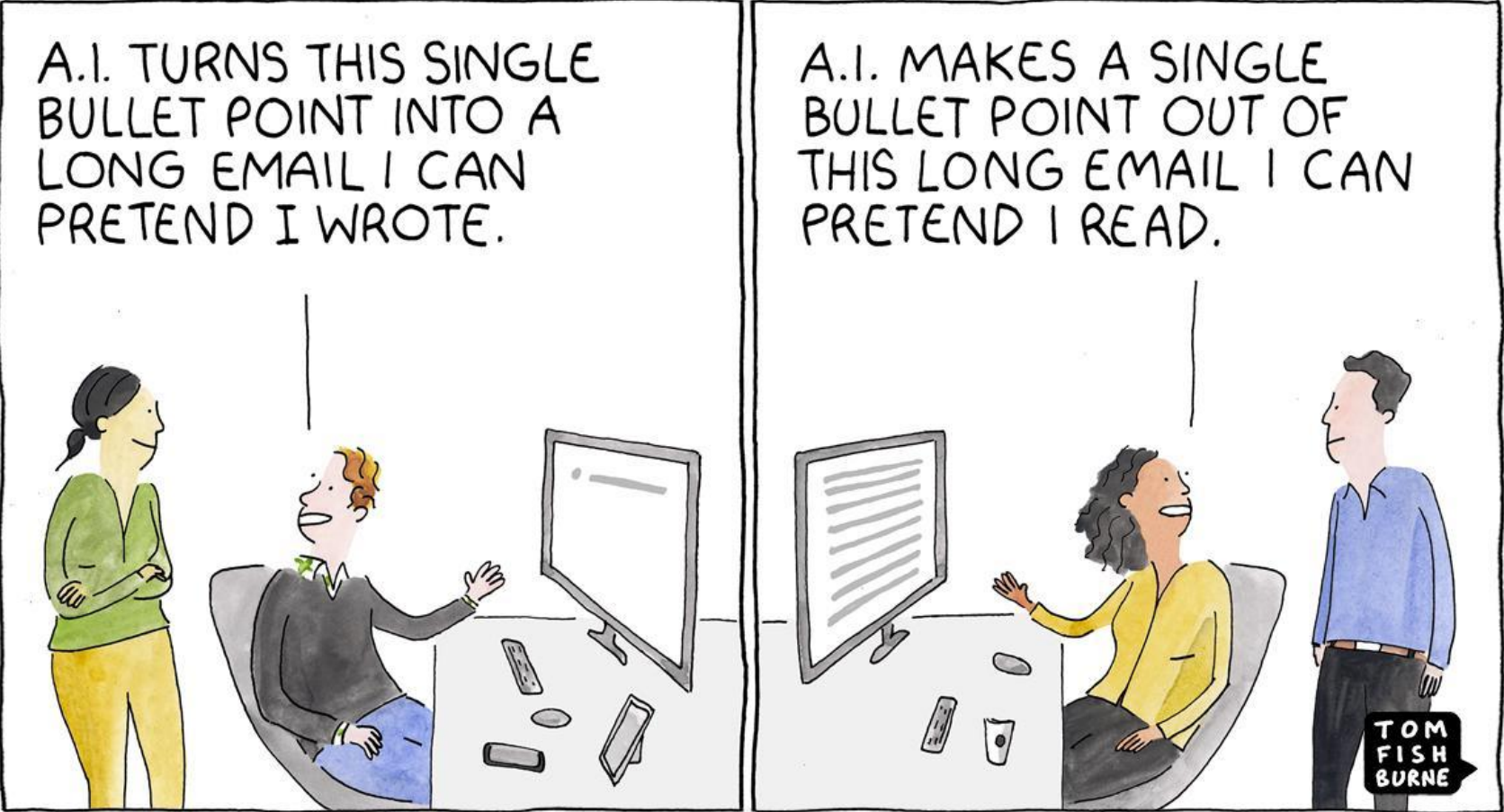


# How can AI help? It's already helping!

AI is helping to reduce the workload (and risk) of contracting officials across the contract lifecycle

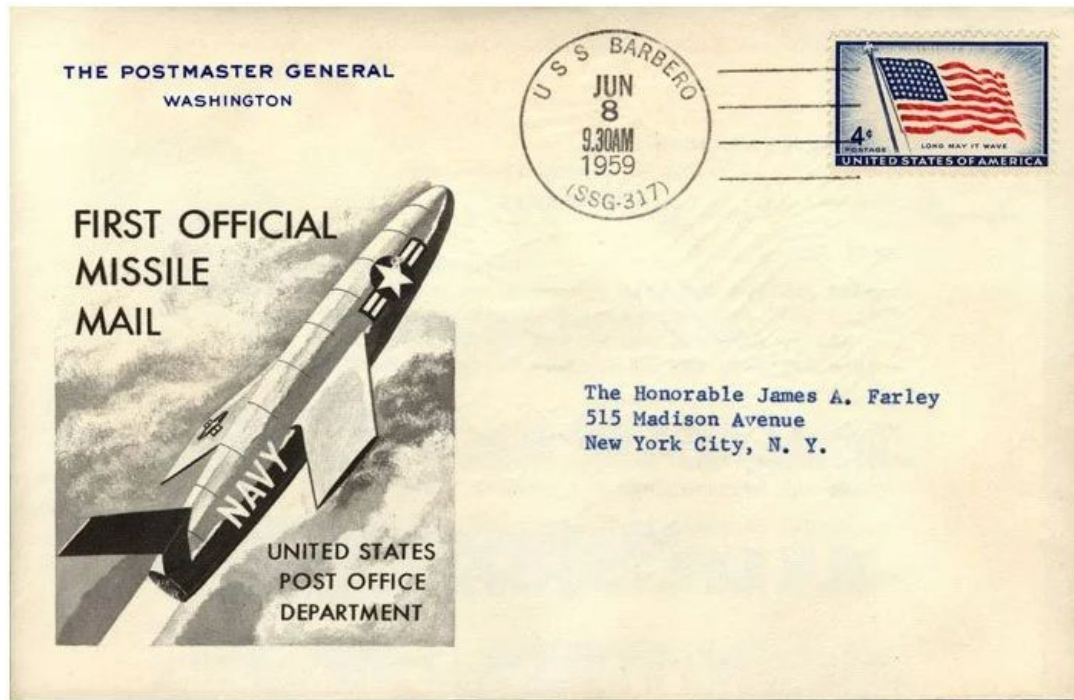


# What does success look like?



**Not this. This is failure**

# We can't just bolt new technology onto existing processes



That is why delivering mail via cruise missile didn't work

**The Making of a Fly: The Genetics of Animal Design (Paperback)**  
by Peter A. Lawrence

Price at a Glance  
List Price: \$79.00  
Used: from \$35.54  
New: from \$1,730,045.91

Always pay through Amazon.com's Shopping Cart or 1-Click.  
Learn more about [Safe Online Shopping](#) and our [safe buying guarantee](#).

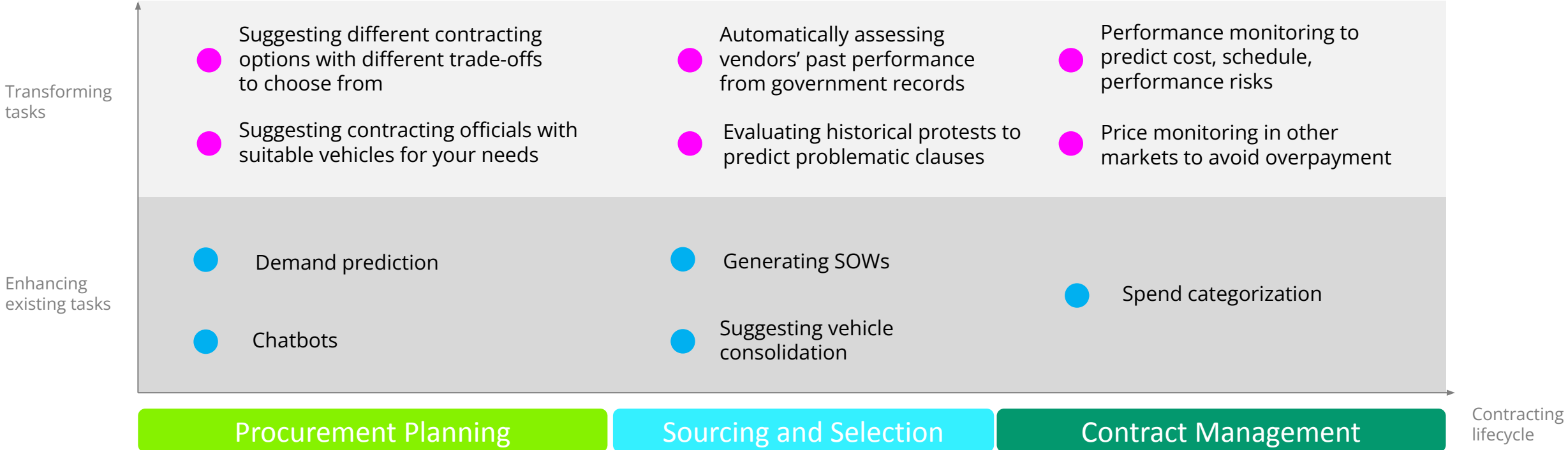
Sorted by Price + Shipping

Price + Shipping	Condition	Seller Information	Buying Options
<b>\$1,730,045.91</b> +\$3.99 shipping	New	Seller: <b>profnath</b> Seller Rating: ★★★★★ <b>93% positive</b> over the past 12 months. (8,193 total ratings) In Stock. Ships from NJ, United States. <a href="#">Domestic shipping rates</a> and <a href="#">return policy</a> . Brand new, Perfect condition, Satisfaction Guaranteed.	<a href="#">Add to Cart</a> or <a href="#">Sign in</a> to turn on 1-Click ordering.
<b>\$2,198,177.95</b> +\$3.99 shipping	New	Seller: <b>bordeebook</b> Seller Rating: ★★★★★ <b>93% positive</b> over the past 12 months. (125,891 total ratings) In Stock. Ships from United States. <a href="#">Domestic shipping rates</a> and <a href="#">return policy</a> . New item in excellent condition. Not used. May be a publisher overstock or have slight shelf wear. Satisfaction guaranteed!	<a href="#">Add to Cart</a> or <a href="#">Sign in</a> to turn on 1-Click ordering.

We've already seen similar failure in the world of algorithms

# Need to find opportunities for AI to transform contracting tasks not just speed them up

- Opportunities for AI
- Existing uses of AI



# Where to from here?

AI can help contracting drive government modernization and bring real value to the public. But what can we do to make this a reality?

## Set a vision.

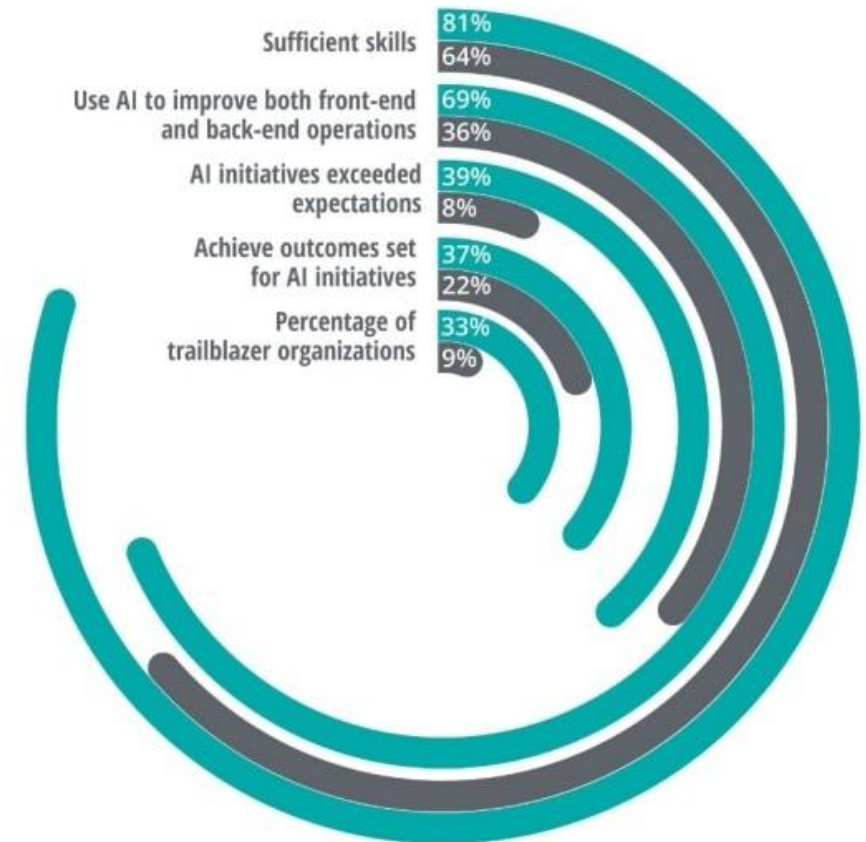
Leadership is key to finding the resources, aligning different parts of the organization, and overcoming inevitable hurdles.

## Don't go it alone.

Almost no organization has all the needed skills and talents for an at-scale adoption of AI within the organization. Reaching out to academia, industry, and even other government agencies can be key to success.

Agencies with diverse ecosystems are more likely to have what they need to achieve their goals for AI

■ Diverse ecosystem ■ Narrow ecosystem





# Product Visioning and Strategy

## Generating Vision: Long-Term Big Ideas That Motivate Employees and Stakeholders

The “why movement” linked to crafting purpose and mission statements is now being supplanted by the emerging “where movement.” This movement goes beyond brainstorming towards declaring the “big ideas” that will inspire stakeholders. “Where are we going?” as an organization is the primal question posed by employees that CEOs and product managers must smartly address. This course will teach you how.



**4 weeks**

2-3 hours per week



**Self-paced**

Progress at your own speed



**Free**

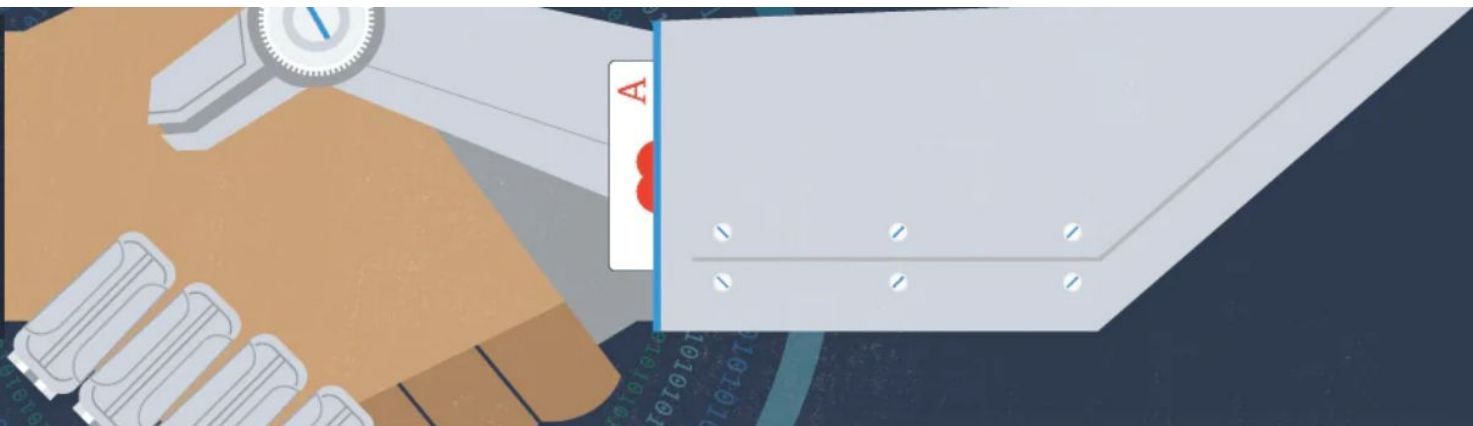
Optional upgrade available

Imagine   
WHAT'S NEXT  
WITH DANIEL FORRESTER



<https://www.edx.org/course/generating-vision-long-term-big-ideas-that-motivate-employees-and-stakeholders>

Lean more with Deloitte's *AI in Government* research collection



[Deloitte.com/insights](https://deloitte.com/insights)

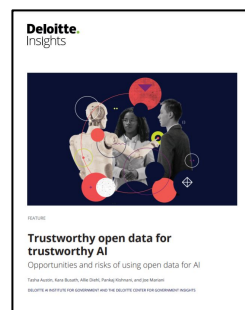
Deloitte Center for  
Government Insights

See the broad impact AI can have on government

[Scaling AI in government](#)



[Trustworthy open data for trustworthy AI](#)



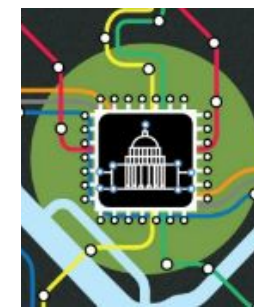
[Trustworthy AI in Government](#)



[How government can accelerate AI entrepreneurship](#)



[AI for smarter legislation](#)







# Thank You!



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Evaluate Session

