Why Change?

**SUBMARINE R&D**

**FSU/US Nuclear Stealth**

Radiated Noise (dB)
The “Culture Change” Problem

![Diagram showing the progression of acceptance over time with categories: Pioneers, Early Adopters, and Mainstream.](image-url)
How to span the “Valley of Death”

• Make the vision relevant to the warfighter.

• Establish incremental performance goals based on Fleet needs.

• Select leaders at all levels who can deal with uncertainty without losing sight of the vision – reward success

• Develop and cultivate allies at all levels – the strongest ally is the Fleet.

• Involve industry, especially “non-traditionals”, in the formulation of strategies and architectures.

• Instill within the “Team” a sense of empowerment and entrepreneurial spirit.

Commit and Be Accountable!