

Bias & Perspective from my field

- Problems: Can be solved with technology & people
- Hard Problems: problems not yet solved (technological) & complex systems (interactions, interfaces)
- Assumptions:
 - User interface critical (Space systems: run by officers, but executed by junior enlisted personnel (18-23 yrs old), Aircraft (pilots are officers, support activities (like maintenance, repair) done by junior enlisted
 - But future space systems envision “space planes” with officer model
 - Must be done right the first time (little tolerance for unmet requirements)
- Expertise valued: Operations. Previous positions held. Seniority. Technical graduate degrees (but only from top tier schools) – but PhDs discouraged (too academic and esoteric)
- Good/elegant designs: Look like an airplane or are controlled by a joystick; visual depictions preferred for information; look “simple” (fewer knobs, choices, flexibility)

My Biases and Perspectives

- Military career and perspective
 - Systems are very complex
 - Product cycle time is extremely long
 - Actual product development time is short compared with administrative and other overhead
 - SDM degree sharpened systems focus and broadened perspective (many ways to solve a problem)
- Raised in the western USA (mountains, open spaces)
- Lived for 2 years in Eastern Germany and spent time in Japan as High School exchange student
- Patriot, Private Pilot, and Perfectionist (in the sense of eschewing mediocrity)