US Air Force Improvement Innovation Consultant Workshop – (AF I2)

William & Ida Friday Center for Adult Education – Program Orientation
AF I2: AGENDA

» Institute for Defense and Business (IDB) Overview

» AF I2 Workshop - Curriculum
  – Purpose and Goals
  – Scope & Schedule
  – Objectives & Outcomes
  – API Facilitation Discussion

» Faculty and Staff
WE’RE ON A MISSION.

To teach, challenge, and inspire leaders who work with and within the defense enterprise to achieve next-level results for their organization.

» Nonprofit education and research institute
» Established in 1997 by NC and UNC Chapel Hill
» 17 years of experience delivering custom education programs and research
NEXT-LEVEL COLLABORATION.

When it comes to professional education, we believe the people sitting next to you are just as important as the instructor standing up front.

Who participates in our programs?

» Private Industry
» Government Agencies
» Military
» Non-Governmental Organizations
» International Organizations
NEXT-LEVEL LEARNING.

We are an independent, nonprofit organization. Your success is our bottom line.

» Participants leave our programs with:
  » Job skills
  » Strategic insights
  » Business acumen
  » Enhanced leadership skills
  » Broad, diverse professional network
RESULTS IN ACTION.

IDB alumni demonstrate the value of our programs by applying what they learn to drive results for their organization.

2018 GEN Tuttle Award Winner CAPT Matthew Lake, USCG

» Applied principles he learned in IDB’s LOGTECH Advanced Program to obtain additional business for the Coast Guard boat yard in support of the US Naval Academy small training fleet and to invest in a failing Renewable Energy Center so that it now provides 100% of the yards required power.

» With the new Naval Academy work, CAPT Lake and team were able to increase effective use of personnel and yard resources to drive down overall labor rates they charge by 4% - the first reduction in over 11 years.

» Expected to save $2.73 million in FY 2018.
OUR EDUCATION AND RESEARCH PORTFOLIO.

» All career levels
» Residential and hybrid (in-residence and distance) programs
» Degree and Non-degree
» Short courses to multiple residencies across several months
» Hosted at our home base in Chapel Hill, NC or anywhere across the country
## OUR EDUCATION AND RESEARCH PORTFOLIO

<table>
<thead>
<tr>
<th>Educational Programs</th>
<th>Research Projects</th>
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<tr>
<td>Logistics, Supply Chain, and Life Cycle</td>
<td>Process Improvement</td>
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<td>Leadership and Transformational Change</td>
<td>Public-Private Collaboration</td>
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<td>Strategic Studies</td>
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<td>Global Business and Defense Studies</td>
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<tr>
<td>Stabilization and Economic Reconstruction</td>
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</tr>
</tbody>
</table>

- **Open-Enrollment Educational Programs**
- **Customized Educational Programs**
- **Customized Research Projects**
WE’VE GRADUATED…

8,000+ ALUMNI INTO THE IDB NETWORK
AF 12: PURPOSE & GOALS

➢ Program/Performance Objective: The objective of this requirement is to equip I² consultants with training tools to ensure a more effective and efficient innovation program for the Air Force.

4.6.1 Innovation project selection and how this is important to Air Force mission and execution.

4.6.2 The executive’s perspective in decision making, through discussion and activities, to understand likely questions, objections, and obstacles that could arise during pitch presentation to senior military decision makers.

4.6.3 Deliberate problem solving based on the USAF 8 Step Problem Solving Process to understand and be able to instill the importance of the steps to prospective innovators. This shall include root cause analysis and countermeasure development.

4.6.4 Individual empowerment and group cooperation strategies using design thinking techniques through facilitation and simple group rules, to include critical thinking and collaborative team idea generation in innovation and pitch development.

4.6.5 Coaching skills to be able to coach Airmen through problem solving, presentation development, and group collaboration techniques.

4.6.6 Presentation performance factors to consider when assisting Airmen to prepare the pitch, focusing on story development, presentation structure, content and delivery.

4.6.7 Presentation delivery and analysis with emphasis on creating buy-in by outlining the logic path to achieve positive outcomes from the pitch.

4.6.8 Pitch presentation by students to show comprehension of steps required to successfully influence the decisions of senior leaders.
AF I2: SCOPE & SCHEDULE

➢ Course orientation
  ➢ Objectives & references

➢ AF I2 facilitation – “A Few Words on Coaching Innovation”
  ➢ What is an I2 consultant & why you?
  ➢ How are you going to coach innovators?
  ➢ USAF 8 step PPSM
  ➢ Leveraging your network

➢ Creating a culture of innovation through simple rules - Bingham
  ➢ Empowering innovation
  ➢ Developing your personal I2 facilitation... structure, people, process & framework
  ➢ Benchmarking I2 strategy

➢ Developing an innovation pitch
  ➢ What does right look like?
  ➢ Content, sequencing & storyline construction

➢ Delivering & analyzing an innovation pitch
  ➢ Storytelling
  ➢ Passion & connection
  ➢ Audience needs & engagement
  ➢ Simplicity
  ➢ Coaching & mentoring
  ➢ Pitching
<table>
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<tr>
<th>TUESDAY 7/16</th>
<th>WEDNESDAY 7/17</th>
<th>THURSDAY 7/18</th>
<th>FRIDAY 7/19</th>
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<tbody>
<tr>
<td><strong>Participants Arrive</strong></td>
<td><strong>API Introduction &amp; Orientation</strong></td>
<td><strong>Lessons Learned</strong></td>
<td><strong>Presentation Refinement</strong></td>
</tr>
</tbody>
</table>
| Breakfast served in the Carolina Room beginning at 6:30 a.m. | Mr. Ted Sturgeon  
*Institute for Defense and Business* | 8:00 a.m. – 8:15 a.m. | Mr. Ted Sturgeon  
*Institute for Defense and Business* |
| **Innovation Tribes** | **Mr. Ted Sturgeon**  
*Institute for Defense and Business* | **Pitch Development & Delivery Techniques** | 8:00 a.m. – 9:00 a.m. |
| 8:00 a.m. – 10:00 a.m. | **Dr. Heldi Schultz**  
*Kenan-Flagler Business School, UNC Chapel Hill* | **Pitch Workshop** | **Group Presentations** |
| **Lunch (Trillium)** | **Dr. Heldi Schultz**  
*Kenan-Flagler Business School, UNC Chapel Hill* | **Dr. Heldi Schultz**  
*Kenan-Flagler Business School, UNC Chapel Hill* | Peer Panel |
| 12:00 p.m. – 1:00 p.m. | 8:15 a.m. – 11:00 a.m. | 11:00 a.m. – 12:00 p.m. | 9:00 a.m. – 11:00 a.m. |
| **Innovation Tribes (cont.)** | **Presentation Delivery and Analysis** | **Presentation Discussion** | **Working Lunch & Course Review** |
| **Dr. Al Segars**  
*Kenan-Flagler Business School, UNC Chapel Hill* | **Dr. Heldi Schultz**  
*Kenan-Flagler Business School, UNC Chapel Hill* | **Dr. Heldi Schultz**  
*Kenan-Flagler Business School, UNC Chapel Hill* | 12:00 p.m. – 1:00 p.m. |
| 1:00 p.m. – 5:00 p.m. | 1:00 p.m. – 3:00 p.m. | 11:00 a.m. – 12:00 p.m. | |
| **Bus departs hotel at 6:00 p.m.** | **Group Projects** | | **Participants Depart** |
| **Dinner at Carolina Brewery**  
6:30 p.m. – 8:30 p.m. | **3:00 p.m. – 5:00 p.m.** | Program ends at 1:15 p.m. Please schedule your return flight for departure after 3:15 p.m. | |
| **Opening Reception & Hors D'oeuvres** | **Presentation Delivery and Analysis** | | **Dinner on Own** |
| Courtyard Marriott Carolina Room | **Dr. Heldi Schultz**  
*Kenan-Flagler Business School, UNC Chapel Hill* | | |
AF I2: OBJECTIVES & OUTCOMES

➢ **Program/Performance Objective:** The objective of this requirement is to equip I² consultants Training tools to ensure a more effective and efficient innovation program for the Air Force.

➢ **Outcomes:**

➢ Create a culture of Innovation in your job, office, and wing through winning projects & airmen

➢ Employ USAF CPI tools to frame Innovation projects & decision briefings

➢ Enhance your understanding of change management & how change happens

➢ Develop, deliver, analyze & critique the innovation pitch

➢ Develop individual coaching techniques & toolkits for the API program
Review an Idea

There are several ways to find an idea and view it.

1. Open the API Campaign and scroll down through the ideas. You can sort the ideas with the Recent button to see the newest ideas at the top of the list.

2. Open the idea by clicking on the title.

3. You can use the search ideas function. If you know the idea number, enter it to get a quick return. Clicking in the Search Ideas box will offer you an advanced search feature that allows a fairly good breakdown to use keywords, tags, etc.

4. If you only want to see ideas in a particular stage of the process, you can click the stage name in the Campaign Funnel block.
Subscribe to Campaign

To get email updates on activities in an Air Force Ideation campaign:

1. Select the campaign icon on the main Ideation Platform page
2. Click the Subscribe to Campaign button.

You can also Unsubscribe from Campaign at any time.
Subscribe to Idea

If you don’t want email updates on activities on all ideas in the campaign, but only certain ones:

1. Open the idea by clicking the title
2. Use the **Comments** tab to state your interest in the idea
3. Select the box next to **Notify me via e-mail of any activity within this idea**
Comment on Idea - WPM MPO Recommendations

When you submit comments on an idea, the idea submitter and any Airman who has subscribed to the API campaign or the individual idea will receive an email describing your comment.

As WPM or MPO, use the comment box to recommend the idea be moved to another stage in the process and the API Cell will take action to move it.
Tagging other Airmen to be Involved with Idea

To get other Airmen involved with an idea:

1. Open idea by clicking the title
2. Open the idea’s Comments tab.
3. Use the @mention function by typing the @ key then the Airman’s first name, then a period, then their last name.
4. While you are typing this, a dropdown list will appear for you to select the Airman.

The Airman must be a member of the A.F. Ideation community for this to work.
Review Idea Activity

To see the activities that have taken place on an idea:
1. Open idea by clicking the title
2. Scroll down an click on the idea’s Activity tab.
3. Open the various stages by clicking on the stage title.

Opening the Refine Your Idea stage will display the answers to the seven refinement questions.
Attach a File to an Idea

To attach a file to an idea:

1. Open idea by clicking the title
2. Scroll down and click on the idea’s Attachments tab.
3. Click in the Browse File box
4. Find and double-click the file you wish to attach
5. Click the Upload File icon
API FACILITATION & PROJECTS

» Words and references on coaching & facilitation
» Innovation Consultant
» Why Change Structure, People, & Process to Coach for Innovation?
» AF I2 Project Selection
**Innovation Consultant**

» **Innovation** in its modern meaning is a "new idea, creative thoughts, new imaginations in form of device or method".

» **Innovation** is often also viewed as the application of better solutions that meet new requirements, unarticulated needs, or existing market needs.
Innovation **Consultant**

» **Consultant:** a person who provides expert advice professionally
   – synonyms: adviser, guide, counselor

» **Coach:** an athletic instructor or trainer. A tutor who gives private or specialized teaching
   – synonyms: instructor, trainer

» **Mentor:** an experienced and trusted adviser. An experienced person in a company, college, or school who trains and counsels new employees or students.
   – synonyms: trainer, teacher, tutor, coach, instructor
Idea to Innovation Process

WING's SPARK POC i2i PROCESS

CONTINUOUSLY DOCUMENT PROGRESS IN IDEASCALE UNDER COMMENTS!!!

Continuous Knowledge Sharing and Feedback via Documentation in IdeaScale
Job Description?

» CPI Facilitator & Innovation Consultant
» Ramsey vs. Munger
Job of an Innovation Consultant?

» **What?** USAF wants to coach innovative airmen from good ideas to enterprise solutions!

» **How?** Create a culture to challenge status quo with innovative, new ideas
  – Vet them through Idea Scale
  – Refine them through Innovation consultants to...
    • Problem solve with CPI tools, 8 step PPSM, root cause analysis
  – Present those ideas to commanders for prioritization and resourcing

» **Why?**
WHY?

The Golden Circle

WHAT
Every organization on the planet knows WHAT they do. These are products they sell or the services

HOW
Some organizations know HOW they do it. These are the things that make them special or set them apart from their competition.

WHY
Very few organizations know WHY they do what they do. WHY is not about making money. That’s a result. WHY is a purpose, cause or belief. It’s the very reason your organization exists.

https://www.youtube.com/watch?v=IPLYeCltXpxw
The diagram on the flip chart shows the following:

- Centre: "Why (wht)"
- Outer circle: "How (how)
- Outer circle: "What (want)"
WHY?

» “People buy why before they buy what” - Sinek
» Why API in the US Air Force?
» Why CPI tools?
» Why you?
Change... Hard?

» Innovation = Disruption = Change!
– Kotter approach

1. Establish a Sense of Urgency
2. Form a Guiding Coalition
3. Create a Vision
4. Communicate the Vision
5. Empower others to Act on the Vision
6. Create Quick Wins
7. Build on the Change
8. Institutionalize the Change

Change Sustainability

1. Establish a Sense of Urgency
2. Form a Powerful Guiding Coalition
3. Create a Vision
4. Communicate the Vision
5. Empower Others to Act on the Vision
6. Plan for and Create Short term Wins
7. Consolidate Improvements & Produce more Change
8. Institutionalize New Approaches

Committed Leadership

Need for Change

Change Direction

Change Behavior
Change?

» Innovation = Disruption = Change!
– Kata approach

Improvement Kata

Coaching Kata
Change?

» Change Style Indicator: Instructions

– Answer the 20 A/B questions on assessment
  • 0 = Almost never
  • 1 = Sometimes
  • 2 = Often
  • 3 = Almost always
  • * total of A/B pair will equal 3 for each question e.g.
    • A = 0, = 1, = 2, = 3
    • B = 3, = 2, = 1, = 0
  • Respond as you believe you are NOT as you want to be
Change?

» Change Style Indicator: Instructions
  - Transfer totals to Conserver and Originator columns
  - Find your overall score
    • Conserver score e.g. 44
    • Originator score e.g. 22
    • Absolute difference e.g. 22

  – Groups
    • How do you approach change?
    • What is about the other groups?
## Communicating?

» Change Style Indicator: You? Your Airman Innovator?

<table>
<thead>
<tr>
<th>Conservers</th>
<th>Pragmatists</th>
<th>Originators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Know the details.</td>
<td>Speak in terms of outcomes.</td>
<td>Think in the future.</td>
</tr>
<tr>
<td>Don’t start by presenting the big picture.</td>
<td>Talk about the consequences.</td>
<td>Ask what they would like to see happen.</td>
</tr>
<tr>
<td>Pick one angle and build from there.</td>
<td>Ask for recommendations.</td>
<td>Ask for ideas.</td>
</tr>
<tr>
<td>Present a minimum of information and ask what else is needed.</td>
<td>Talk about timelines.</td>
<td>Ask what’s effective in the current system (status quo) that they would not want to change.</td>
</tr>
<tr>
<td>Let them guide you with what they need to know.</td>
<td>Ask who’s input is needed.</td>
<td>Talk about the connection between the change and future effectiveness.</td>
</tr>
<tr>
<td>Ask about anticipated obstacles.</td>
<td></td>
<td>Give details as they are requested.</td>
</tr>
</tbody>
</table>
BREAK!
People?

» People innovate & drive change
» Navigating the network of adoption

https://www.youtube.com/watch?v=9QnfWhtujPA
People?

» Innovation Code: Constructive tension
» Dominant World Views
  – Which Super Hero are you?
» Greatest Strength & Weakness

From: The Innovation Code
Dominant World View!

» 1. What is the most important thing to you?
   – A. Doing things first
   – B. Doing things fast
   – C. Doing things right
   – D. Doing things together

» 2. What are you the best at?
   – A. Starting something new
   – B. Defeating obstacles
   – C. Improving how things work
   – D. Building relationships

» 3. How would you best describe yourself?
   – A. Creative
   – B. Decisive
   – C. Organized
   – D. Caring
Dominant World View!

4. How do you make decisions?
   – A. I brainstorm through all possible options
   – B. I start with the results I want and work backwards to what I need to do
   – C. I follow precedents and a set of rules and norms
   – D. I work to get consensus

5. What do you invest your time in?
   – A. New ideas
   – B. Winning projects and ventures
   – C. Systems and technology
   – D. High-potential people

6. What do you do the most as a leader?
   – A. I anticipate future trends
   – B. I make firm decisions
   – C. I use systems to make things run more efficiently
   – D. I listen to others
Dominant World View!

7. What is the role that you most relate to?
   - A. I create new products
   - B. I solve problems as soon as they occur
   - C. I cut back on mistakes
   - D. I solve conflicts

8. How are you best described in your daily life?
   - A. Inspiring
   - B. Self-reliant
   - C. Disciplined
   - D. Sociable

9. What attribute applies to you the most?
   - A. Curious
   - B. Direct
   - C. Precise
   - D. Kind
Dominant World View!

Add the entries in each column. The column with the highest total represents your dominant worldview.

- If the A column has the highest total, you are an Artist.
- If B, you are an Athlete
- If C, an Engineer
- If D, a Sage.
**Artist!**

“Artists are radical visionaries who constantly want to try new things. They tend to work on several projects at the same time and can easily get distracted, but they ultimately incite meaningful change and take risks others would shy away from. They can grow by adding more structure to their projects, making priorities, and finding ways to work within the system.”

**Best paired with Engineers**

Engineer!

“Engineers are reliable and logical, Engineers like to make things work very efficiently. They rely on processes and procedures to produce the highest quality products and services every time, everywhere. They can grow by reducing their tendency to pore over data and pushing themselves to seize an opportunity when it presents itself. The challenge is for Engineers to embrace their inner Artist and learn to be more comfortable with ambiguity and the unknown.”

Best paired with Artists

Athlete!

“The Athlete is always competitive, looking to produce the best work possible. Driven and relentless, they plow through barriers. They can grow by learning to be team players and slowing down. Athletes could benefit deeply from making sure that they have support from key stakeholders and considering all the relevant facts before running full tilt.”

Best paired with Sage

Sage!

“Sage is warm, compassionate, and natural extroverts, Sages love to work in teams and collaborate with other people. They build connections, relationships, and communities. They can grow by learning to assert themselves, avoiding groupthink, and allowing logic to guide their decisions instead of just emotions.”

Best paired with Athletes

Process?

» API process
  - Idea Scale => Refine => Presentation => Decision or Elevate?

» CPI tools
  - 8 Step PPSM
  - Root cause analysis
  - Fishbone or Ishikawa

» Commander’s perspective?

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<table>
<thead>
<tr>
<th>Cause</th>
<th>Effect</th>
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<tbody>
<tr>
<td>Equipment</td>
<td>Problem</td>
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<tr>
<td>Process</td>
<td>Secondary cause</td>
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<td>People</td>
<td>Primary cause</td>
</tr>
<tr>
<td>Materials</td>
<td>Environment</td>
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<td></td>
<td>Management</td>
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- **Observe**
  - 1. Clarify The Problem
  - 2. Break Down The Problem/Identify Performance Gaps

- **Orient**
  - 3. Set Improvement Target
  - 4. Determine Root Causes

- **Decide**
  - 5. Develop Countermeasures
  - 6. See Countermeasures Through

- **Act**
  - 7. Confirm Results & Process
  - 8. Standardize Successful Processes
Coach?

» Why are some successful?

» A perspective on how

– (P), (E), (A), (K)

» Outcomes

https://www.youtube.com/watch?v=y8RtrV8j0fA
GETTING TO US
HOW GREAT COACHES MAKE GREAT TEAMS
Coach?

» Design thinking, brainstorming, divergence
» Creative thinking checklist - SCAMPER
  • Substitute
  • Combine
  • Adapt
  • Modify – Mag or Min
  • Put to another use
  • Eliminate
  • Reverse

https://www.youtube.com/watch?v=qRY-1YAmbY4
Creative checklist

Substitute
Combine
Add
Modify
Put to another use
Eliminate
Reverse
Structure?

» What org structure is most change resistant?
  – Entrepreneurial or Bureaucratic?
  – Most successful with many traditions – Al Segar

» Leading the how is important!

https://www.youtube.com/watch?v=yYuOGU91AFs
Project Recommendations

» Charters (8 step?)

» SIPOC analysis?
  – Impact
  – Effects

» Refinement toll gates?

» Resourcing/prioritization
  – Nike projects
  – BCA / ROI considerations
Project Recommendations

» Resourcing/prioritization
  – BCA considerations - (total cost/estimated benefit = ROI multiple)
    • Analogous - (fast, least accurate)
    • Parametric - (analogous scaling, cost per sqft. Etc.)
    • Three-point (CE= (CO + 4*CM + CP)/6) - (less bias/risk)
    • Bottom up - (most accurate, time, cost)

  – Decision brief
    • No, not now, local vs escalation implementation
Presentation Topic Selection

» Task: Your team of “Innovation Coaches,” will develop a specific and implementable coaching plan targeted to young airmen with entrepreneurial ideas that teaches those airmen how to develop and deliver successful pitches to senior leaders for resourcing decisions.

» 2019 Spark Tank Contestant Videos

» Transform: from idea => to the smooth decision briefing

» Your process for coaching that idea to decision/resourcing

» Outcome:
  – Culture & people business acumen
  – Facilitation/consulting tools & references
  – Presentation experience & expertise
Presentation Topic Selection

» Staff Sgt. Travis W. Alton - M-1 Cargo Parachute: fail-safe device

» Master Sgt. Bridget A. Neighbor, Staff Sgt. Frederick A. Van Riper, Master Sgt. Jonathan P. Zielinski - MQ-9 Digital Link: proposed emulator mounts


» Ms. Mia Tobitt and Master Sgt. William Bell - Integrated Comm Respirator

» Cadet Usama Bamieh - Lexi: innovative computer software for weather forecasters


» Tech. Sgt. Oralia Howard - Launcher Overspray Protectors
With expertise in the areas of innovation and technology management, Al Segars brings the perspective of strategic change to the challenges of adopting and using new technology and business processes. He has applied this expertise to new products, business models and supply chains for many of the most innovative organizations throughout the world.

His research interests include technology management, new media, strategic planning for new technology, design for sustainability, and financial and operational metrics of new technology. He also examines how firms create effective innovation, invention and proof-of-concept processes for the design of products and services.

He is an active consultant with such organizations as Apple, Disney, DARPA, Pixar, Siemens, Xerox, Red Hat, IBM, Sprint, Bank of America, GlaxoSmithKline, U.s. Department of the Navy and U.S. Department of Army. He serves as a speaker and expert for state and federal governments on technology transfer and implementation for economic development.

He received his PhD from the University of South Carolina in technology management with minors in international finance and corporate strategy, his MBA from UNC-Chapel Hill and his BS from UNC-Charlotte.
Dr. Heidi Schultz is a professor of management and corporate communication at UNC Kenan-Flagler where she teaches oral and written business communication. She was instrumental in founding the area and served as its chair for 16 years before stepping down in 2013.

Her current interests and research focus on the relationship between rhetorical patterns and writing quickly, storytelling in the corporate setting, and the impact of music intervention in high-stakes presentations.

Her corporate and executive clients have included the American Financial Services Association, Cisco, Constella, Duke Energy, GlaxoSmithKline, U.S. Environmental Protection Agency, Lowe's, Misys Health Care, Performance Food Group, Reynolds American, Syngenta, Talecris, U.S. Postal Service, W.C. Bradley, Xerox, public health managers and sports managers.

Dr. Schultz started the Business Communication Center at UNC Kenan-Flagler in 1997. She is the former director of the Writing Center at UNC-Chapel Hill.

She received her PhD from UNC-Chapel Hill, MA from UNC-Charlotte and BA from Lenoir-Rhyne College.
STAFF

Mr. Ted Sturgeon
Program Director, IDB

Ted Sturgeon is a Program Director for the Institute for Defense and Business, a role he has filled since August of 2007. Ted directs the Aviation Industrial Readiness Program, Continuous Process Improvement for Executives Program, and Wing Process Managers Program. He has also completed extensive work on the Military Vehicle High Performance Capabilities Project, the development and management of the IDB website and the Lean and Six Sigma Champions Certification with NC State University, as well as numerous other IDB activities and projects.

Ted has a Bachelor of Science in Mechanical Engineering Technology from Southern Polytechnic State University and a Master of Science in Management from Troy State University. Ted’s military schools include F/A-18 Weapons and Tactics Instructor School, Command and Staff College, and Amphibious Warfare School.

Ted served 22 years as a Marine Aviator flying the F/A-18 and F-5 aircraft ultimately serving as the Commanding Officer of Marine Fighter Training Squadron 401, the Marine Corps only professional adversary squadron from 2002-2004. Ted retired as a Lieutenant Colonel in October of 2007.

Ted resides in Fuquay-Varina, North Carolina with his wife.
Ms. Christina Nadeau joined the Institute for Defense and Business in January 2018 as Program Associate. In this role she assists with the planning, design, and delivery of executive education programs for the military and private sectors.

Christina assists in delivering the Continuous Process Improvement for Executives Program, Dense Urban Studies Program, and Wing Process Managers Program. Along with these, she is in charge of Alumni Engagement at the IDB. In this role she is responsible for maintaining communications with our alumni and ensuring that participants remain engaged after graduation.

Ms. Nadeau graduated cum laude with a Bachelor of Science in Tourism, Event, and Recreation Management with a concentration in Event Management from the University of Florida in 2017.