



NAVAIR: Transformational Thinking

Meeting the Needs of the Warfighter

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Presented to: TPP Defense Summit





Deliver the capability the fleet needs to win, when they need it, at a cost we can afford...*the business of Naval Aviation*



North Star targets established for Capability, Affordability & Availability and we are measuring our performance to plan



Changing the Game – Warfighter First

E-6B Modernization Program Delivers Improved Capability in Record Time

- ▶ **Challenge:** E-6B Block II modernization turn-around times soaring
- ▶ **The How:** Set aggressive targets focused on Fleet outcomes, embraced the red, **reviewed performance-to plan at weekly Heads-Up Display meetings**, empowered team to find and fix problems and elevated barriers, specified ownership, and treated failures as learning opportunities.
- ▶ **Outcome:** Reduced TAT by 62%; reduced cost by ~\$8 million per upgrade



Funding Crunch Solved by H-60 Fleet Support Team

- ▶ **Challenge:** Potential reduction or full shutdown of the Fleet Support Team, due to exhausted funding halfway through the year
- ▶ **The How:** PMA-299 obtained funding from **NAE Cost Pillar** Team for “Demand Reduction” initiative, reducing future parts demands through reliability/process changes
- ▶ **Outcome:** Enabled continued FST support and reduced future year funding requirements





Changing the Game – Warfighter First

F414 Engine Product Line meets NAE Readiness Goal



- ▶ **Challenge:** Meet or exceed NAE's F414 engine readiness goal of 1,451 ready-for-issue (RFI) engines
- ▶ **The How:** FRCSE **partnered** with F/A-18 and EA-18G Program Office (PMA-265), NAVSUP, DLA, GE and other stakeholders. Improved key processes, reallocated personnel to priority efforts, tracked performance-to-plan in weekly F414 HUDs, and leaned into **Reliability Centered Maintenance**, a data-driven approach to evaluate and solve readiness issues.
- ▶ **Outcome:** Surpassed RFI engine goal – eight months ahead of schedule – and overcame significant backlog of engine demand

PMA-265 Expands Fleet Capability in Red Sea

- ▶ **Challenge:** Meet urgent fleet need in support of Operation Prosperity Guardian
- ▶ **The How:** Started with tenacious, **fleet-first mentality**, teamed with multiple PMAs, NAWCAD, NAWCWD and NAE partners to overcome process barriers and expedite flight clearance
- ▶ **Outcome:** Delivered game-changing capability to forward-deployed forces in record time, protecting maritime freedom of navigation





Changing the Game – Warfighter First

F-5 Turn-around Time Reduction

- ▶ **Challenge:** New Production Line stand up for F-5N Tiger II air-to-air combat trainer for naval pilots; transitioned from OEM to FRCSE.
- ▶ **The How:** Set aggressive targets focused on Fleet outcomes, embraced the red, **empowered team to find and fix problems and elevate barriers**, identified and implemented 45 innovative solutions and technological advancements (including performing concurrent work), specified ownership, and **treated failures as learning opportunities.**
- ▶ **Outcome:** Reduced TAT by 51% to 147 days; 18% under the North Star goal of 180 days.



FRCE Partnership with North Carolina

- ▶ **Challenge:** Hangar space needed to accommodate large aircraft repairs at FRCE
- ▶ **The How:** Thinking differently, FRCE partnered with the State of North Carolina to construct a 600 square foot facility within the Global TransPark facility in Kinston, NC. The State is funding the hangar construction and will recover the cost through a lease agreement with FRCE.
- ▶ **Outcome:** Enables a workload shift for the Navy's C-130 aircraft from the Air Force to FRCE in FY26, saving the Navy more than \$2M per aircraft repair. North Carolina will incur a local economic benefit to execute the workload at Global TransPark.





BACKUP



GRGB Leadership Behaviors

ASSESS



Get Real: Act transparently (self-assess transparently)

- Align on standards and goals
- Find and embrace the red

IMPROVE



Get Better: focus on what matters most (self-correct effectively)

- Use proven problem-solving methods
- Fix or elevate barriers

LEARN



Build learning teams (always learning: self-improve powerfully)

- Encourage learning through trust and respect
- Specify ownership





NAVAIR Get Real, Get Better Framework


ASSESS

1 VISION STATE
Define Desired Outcomes

2 GAP ANALYSIS
Identify Current State, Root Cause, Current/Future State Gaps

3 FOCUS AREAS
Identify Levers to Close Gaps; Stakeholders

4 GOALS
Set Aggressive Goals, Aligned to Outcomes (Specific, Measurable, Time-bound)

SPEND 70% 

OF OUR TIME UNDERSTANDING THE CHALLENGE OR OPPORTUNITY

FOCUS ON WHAT MATTERS

IMPROVE

ACTIONS
Implement High Impact Actions (Aligned to Goals)

MEASURES
Track Performance to Plan *On-Track? Off-Track? Adjust.*

BARRIER REMOVAL
Fix or Elevate

LEARN



FEEDBACK
Learn and Scale Across Teams, Organizations

NAVAIR CORE VALUES

START WITH THE FLEET

Focus on outcomes that matter to the **warfighter**.

CHANGE THE GAME

Be bold. Challenge assumptions. **Innovate, learn and improve.**

WIN WITH INCLUSION + RESPECT

Treat your teammates with dignity and respect – **always.**



Get Real, Get Better means...

- Changing the game...status quo is a losing proposition.
- Focusing on outcomes vs inputs...How do you know you've had a good year?
- Understanding where we need to be...What are your "North Star" outcomes for you organization?
- Taking time to define the problem...What is the root cause of your current performance?
- Abundance vs. scarcity mindset...How we will vs. why we can't.
- Identifying goals, actions and measures...Taking meaningful action, measuring progress, adapting and learning.
- Elevating barriers quickly...Finding and fixing problems at the lowest levels; elevating for prompt resolution when needed.
- Holding ourselves accountable to outcomes that matter to the fleet...What delta outcomes are being achieved through your actions?

