



*Finding business relevance in IT. Our Expertise.*

On June 21<sup>st</sup> CIO Eureka met a distinguished audience in Washington DC. I had the outstanding privilege of meeting members of the USAF, AFRL, ASEB and National Academy of Science, Engineering and Medicine. Our collective task was very straightforward: to listen and to exchange cutting-edge science, technology and best practices from Industry and International Organizations.

Some key background: Back in 9/17, the Secretary of the USAF, Heather Wilson, launched an initiative to update the Air Force's science and technology strategy. Since then USAF has listened and learnt from the scientific community, higher education.

June 21<sup>st</sup> was the time for me, to share my executive experience in terms of successful methodologies that work and drive value, and even more importantly, to further elaborate on the 4F as 'the magical alchemy of great innovation.'

Key highlights covered during my presentation:

- (1) The need to rethink the way in which we manage our path-breaking solutions and more importantly how USAF can effectively partner with others to retain American dominance in air, space and cybersecurity power.
- (2) In a world where more innovation is happening "outside the government than inside of it", connecting to the broader community of experts is vital. The reality of today is that many of the United States adversaries are advancing technology faster than we are.
- (3) The USAF can't afford to slow down.
- (4) The "4F" as the magical alchemy of great innovation:
  - a. Focus,
  - b. Force the change in the organization,
  - c. Foresee challenges and crises and
  - d. Frugality – The quality of being economical with the resources provided, while delivering on the business targets established.
- (5) Intentionally creating a culture of "uncomfortable" leadership. Uncomfortable leaders are interested in *what* is right, rather than *who* is right; they have a general dissatisfaction with the status quo, and always looking for ways to explore new boundaries. They have inner passion to know the unknown Unknowns. They all share the following virtues:
  - a. Strong curiosity: a high level of innate curiosity to discover invigorating opportunities; those without it find those same opportunities exhausting.
  - b. The ability to face reality: overcome the sense of isolation, tap into past networks and create new ones inside (and more importantly, outside) of their organizations to connect with ideas.
  - c. Drive for results: develop far-reaching objectives and standards for their organization that go beyond those, which might be adopted by the average leader.
  - d. Never settle: consistently do more than is expected of them and accept risk. They speak their mind on an issue, whether their view is popular or unpopular.

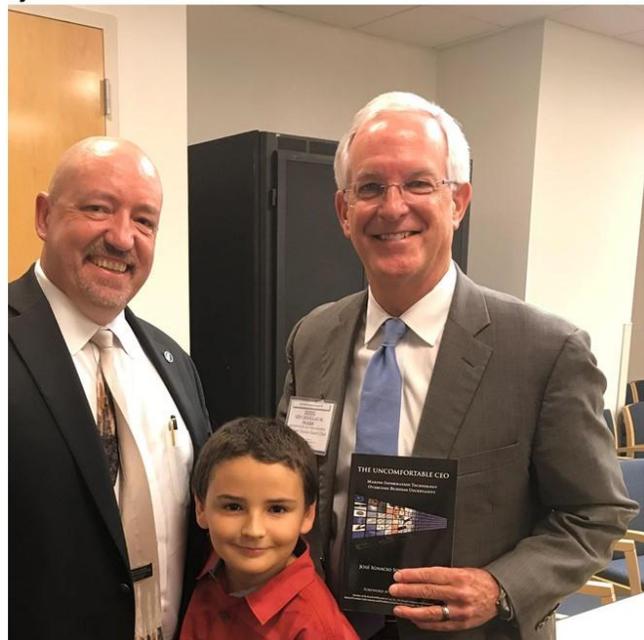
In a nut shell, the 9-hour meeting discussion with executives from Boeing, Alion, In-Q-Tel, GE, Cisco, Universities, Bionic Solution, The Practice of Innovation, Research Labs and obviously CIO Eureka LLC, was candid, rich, inspirational and would certainly yield valuable perspective to enable the USAF to reimagine tomorrow effectively.

I am pleased, honored and humbled by meeting **outstanding** leaders of the USAF, AFRL, ASEB, and the fantastic event coordinator Ellen Chou from the National Academies of Science, Engineering and Medicine.

I wish them well and lot of success pushing the boundaries of what's possible for 2030 and beyond.

**José Ignacio Sordo – June 21st 2018**

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