

CASE STUDY

JOINT MINE RESISTANT AMBUSH PROTECTED (MRAP) VEHICLE PROGRAM (JMVP)

THE CHALLENGE

The Joint Mine Resistant Ambush Protected Vehicle Program (JMVP), a coalition of U.S. Army, Navy, Marine Corps, Air Force and special operations program offices, sought assistance from TSi to improve efficiency and effectiveness across its organization. TSi was tasked with **identifying barriers to cooperation** across the JMVP **and providing guidance and implementation support to strengthen collaborative efforts**. JMVP leadership had noted numerous issues including schedule delays, communication breakdowns, and inefficiencies, which they believed stemmed from suboptimal working relationships and inconsistent processes across the different locations and functions.

THE TSI APPROACH

TSi collaborated with JMVP leadership to develop and implement a comprehensive assessment approach leveraging interviews of leaders and commercially available workforce surveys: Human Synergistics' Organizational Culture Inventory® (OCI) and Organizational Effectiveness Inventory® (OEI). The goal was to evaluate functional working relationships and the overall JMVP culture. After presenting the findings, JMVP leadership tasked the TSi team with facilitating the identification, prioritization, and implementation of change initiatives to address and improve behaviors, processes, and outcomes. These included:

- JMVP Strategic Plan
- JMVP Transition Plan
- Product Team Effectiveness Initiative
- EIS Processes and Procedures Documentation
- Knowledge Transfer Between Locations
- Product Divestiture Planning
- Instituted a Service-Centric Reorganization with a Product Team Focus
- Implemented an Award and Recognition Program
- Increased Number of DAU Certifications

In addition, JMPV leadership took numerous actions that were thought to influence culture during this period including:

- Placed cost/schedule/performance responsibility on APMs in the Gate Review Process
- Instituted mini-PMRs as the driver for C/S/P accountability

- Improved COR/government oversight processes
- Reduced the program's Footprint in Operation Enduring Freedom
- Increased All Hands Meetings/Town Halls
- Requirements Management Process
- Log Playbook Documentation

TSI RESULTS

The first set of JMVP interview and survey data described an organization of “Type A” personalities in a competitive, aggressive, and tense culture driven by mission urgency. Having measured and established this baseline, TSi supported JMVP leaders through a series of targeted improvement initiatives over the next two years, including a collaborative and open approach to process management.

Interview and survey data collected two years later demonstrated both sustained JMVP mission success and a notably more constructive culture. The data indicated that 8 of 12 gaps between the program's Current Culture and the Ideal Culture were smaller, and 33 of the 43 Causal Factors driving culture and outcomes of current culture showed more favorable results.

Communication issues often top the list of roadblocks to organizational excellence. JMVP leaders were therefore gratified to see significant improvements in their communication metrics. **Survey ratings increased by over 20 percentile points** compared to the historical median across three key Communication Factors: upward communication, downward communication and communication for learning. This improvement in communication is just one of several examples demonstrating the positive impact of the organization's dedicated approach to change. It's important to note that these results cannot be attributed to any one single intervention or leadership action. Instead, they are the product of a critical mass of targeted interventions combined with supporting leadership actions.