

Huntsville Regional Chapter of INCOSE Meeting Minutes May 17, 2007

1. Chester Williams, President of INCOSE HRC, welcomed the attendees who had gathered at the SAIC Millennium Room for this General Meeting. There were 17 attendees. Chester thanks Wanda Carswell for inviting the General to speak, and briefly discussed the upcoming meetings.
2. Chester introduced Major General John W. Holly, the speaker for the evening. He is President, Managing Director, and board member of Analytical Services, Inc. (ASI), and is a national authority on missiles and missile defense systems, having led the construction, testing, and deployment of a missile defense system to defend the United States against attacks by long-range ballistic missiles.
3. MG Holly made the presentation, answering questions from the audience along the way. He described his expectations of program managers and discussed risk-based management as an approach to managing complex programs. He noted and discussed several lessons learned over his career and in particular from his recent engagement with the ground midcourse defense program. These included:
 - Understand the end product, not just the technology,
 - Focus on the interfaces, and to document your trade studies well.
 - Understand the benefits of capability based acquisition
 - Understand what it takes to manage technology- “you to work it, not it work you”.
 - Leadership requires dissenting opinions to move forward in the proper direction.
 - Be aggressive with risk based management, don’t just monitor – take action
 - Test items to failure to understand your true margins
 - Allow for first time integration and the discovery learning that characterizes it
 - Place the best people in the biggest opportunities
4. After MG Holly’s excellent presentation, he opened it up for Questions and Answers from the receptive audience.
5. Chester thanked MG Holly for an excellent and informative talk, and everyone applauded. Chester on behalf of the Chapter presented him a plaque/framed certificate. The meeting was adjourned at 7:30 p.m.