Pacing Chart  
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| **Module** | **Sprint** | **Activity Title** | **Case Study Milestone Alignment** |
| **Module 1** | Sprint 1 | Introduction to Cynuria Case | Not a formal milestone, serves as Case Study narrative intro |
| **Module 2** | Sprint 1 | Stakeholder Mapping | Milestone 1 |
| **Module 2** | Sprint 4 | Market Research Planning | Not a formal milestone, builds on Milestone 1 |
| **Module 2** | Sprint 4 | FAR 10 Integration Assignment | Not a formal milestone. It’s an extension activity. |
| **Module 3** | Sprint 1 | Solution Evaluation with SWOT Analysis | Milestone 2 |
| **Module 3** | Sprint 2 | Evaluating Data Security Solutions with SWOT & Cost Estimation | Milestone 3 |
| **Module 3** | Sprint 3 | Designing a Solicitation Strategy | Not a formal milestone, builds on Milestones 2 and 3 |
| **Module 4** | Sprint 3 | Laying the Groundwork for Agile Delivery | Applies prior decisions from Milestones 2 and 3 |
| **Module 4 or 5** |  | Laying Out a Recommendation | Milestones 4 & 5 |
| **Module 5** | Sprint 3 | Leading Change and Navigating Resistance | Integrates entire case context |

[Navigating Stakeholder and Decision-Making Challenges\_DITAP Case Study.pdf](https://drive.google.com/file/d/1pZbUQeB2-s4iGsvcUXvLe14tRfJaUvdW/view?usp=sharing) by Cynuria Consulting

M1S1 Case Study Fac Guide  
DITAP In-Class Facilitator Guide

**Session Title: Introducing Casey and the CRM Project**  
**Date:** [Insert Date]  
**Time:** [Insert Start and End Time]  
**Location:** [Insert Location or Link]  
**Target Audience:** Federal acquisition professionals enrolled in DITAP  
**Facilitator(s):** [Insert Facilitator Name(s)]

### **I. Overview & Objectives** In this module, learners will explore what digital services are, how they are delivered, and why they matter. This session sets the foundation for the program by introducing the key concepts, players, and methods in modern federal digital acquisition.

The case study, [*Navigating Stakeholder and Decision-Making Challenges*](https://drive.google.com/file/d/1pZbUQeB2-s4iGsvcUXvLe14tRfJaUvdW/view), created by [Cynuria](https://cynuria.com/), is introduced here as the threaded scenario for the program. By reviewing the full case early, learners gain a “journey map” of the key topics and challenges they will return to in future modules. This session will foreshadow Casey’s upcoming decisions and the cascading challenges they may face.

**Learning Objectives:**

* Identify the major players and sources of digital service delivery.
* Understand agile, cloud, and human-centered delivery methods.
* Connect course content to a real-world case study scenario.
* Analyze how federal acquisition processes can enable or constrain digital service delivery methods.
* Define digital services and describe their key characteristics.

This is the first of several touchpoints with the Cynuria case, providing participants with a narrative thread that connects technical concepts with real challenges and decisions.

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| **Note:** This is an **extension activity** designed to orient learners to the Cynuria case. It is *not part of the original case study* but helps surface early hypotheses and connections between course concepts and Casey’s environment. |

### **II. Materials & Preparation**

**Required Materials:**

* Cynuria Case Study: Full Version (Pre-read before class)
  + Note: There’s a shorter, more narrative driven version provided as well
* Module 1 slide deck
* Shared digital board (Jamboard, MURAL, etc.) for brainstorming

**Pre-Read for Participants:**

* [*Navigating Stakeholder and Decision-Making Challenges*](https://drive.google.com/file/d/1pZbUQeB2-s4iGsvcUXvLe14tRfJaUvdW/view) Case Study

**Pre-Session Facilitator Preparation:**

* Review the full case study focusing on: Cloud Smart policy context, FedRAMP requirements, and stakeholder dynamics
* Prepare to connect Casey's challenges to broader federal digital transformation efforts
* Have examples ready of similar real-world federal CRM implementations (GSA Salesforce, etc.)

**Facilitator Talking Points:**

* Emphasize how Casey's situation reflects the "Cloud Smart" vs. "Cloud First" evolution
* Connect Alex's integration concerns to common federal legacy system challenges
* Link Riley's compliance focus to actual federal security frameworks (FedRAMP, FISMA)

**Advanced Discussion Prompts:**

* How does Casey's situation reflect the broader federal digital transformation challenges?
* What aspects of this scenario are unique to federal vs. private sector acquisitions?
* How do the stakeholder dynamics here reflect common federal procurement tensions?

### **III. Session Agenda & Activities**

**Activity Title:** Introducing Casey and the CRM Project  
**Time:** 60-75 minutes  
**Purpose:** To introduce the case and anticipate future challenges.

**Instructions:**

1. **Case Context Setting (10 minutes)**
   * Brief overview of federal cloud adoption landscape
   * Cloud Smart policy background
   * Federal vs. private sector acquisition differences
2. **Stakeholder Mapping Activity (20 minutes)**
   * Small groups map Casey, Alex, and Riley's perspectives
   * Identify their success metrics and failure risks
   * Connect to broader federal roles (CIO, CISO, Contracting Officer dynamics)
3. **Digital Service Methods Connection (15 minutes)**
   * Explicitly connect case challenges to agile, cloud, and human-centered design principles
   * Discuss how federal acquisition can enable or hinder these methods
4. **Predictions & Pattern Recognition (15 minutes)**
   * Students predict decision points and likely outcomes
   * Facilitator connects predictions to common federal digital acquisition patterns. Capture themes on a shared board.
   * Use student responses to connect to your experience if relevant and content that will be covered in the course.

**Optional Add-On Exercises:**

* Structured reflection questions that connect the case to the three key questions
* Research assignment: Find one real federal agency CRM implementation and compare it to Casey's situation
* Stakeholder empathy exercise: Students choose one character (Casey, Alex, or Riley) and maintain that perspective throughout subsequent modules

**Essential Additional Resources:**

**For Students:**

* [**Federal Cloud Computing Strategy (Cloud Smart)**](https://cloud.cio.gov/strategy/)
* [**USDS TechFAR Hub Primer**](https://techfarhub.cio.gov/handbook/)
* [**18F De-risking Guide**](https://digitalgovernmenthub.org/wp-content/uploads/2022/07/18f-derisking-guide.pdf) **- especially relevant for Casey's situation**
* [**Federal CRM Success**](https://fedtechmagazine.com/article/2009/12/why-gsa-implementing-crm-process) **from GSA**

**Next Steps/Follow-Up:**

* Read [next section] of the case study before Module 2, Sprint 2
* Take notes on the three guiding questions and on all case study conversations moving forward in preparation for Milestones 4 and 5

M2S1 Case Study Fac Guide  
DITAP In-Class Facilitator Guide

**Module 2 Sprint 1**

**Session Title:** Mapping Casey’s Stakeholders

**Date:** [Insert Date]  
**Time:** [Insert Start and End Time]  
**Location:** [Insert Location or Link]  
**Target Audience:** Federal acquisition professionals enrolled in DITAP  
**Facilitator(s):** [Insert Facilitator Name(s)]

### **I. Overview & Objectives**

In this session, learners apply stakeholder mapping techniques to **Milestone 1** of the Cynuria case study. The focus is on identifying key players, analyzing their influence and concerns, and understanding how those dynamics shape acquisition planning.

This activity builds foundational awareness of how stakeholder relationships, organizational readiness, and early planning inform strategic decisions throughout the digital acquisition process.

**Learning Objectives:**

* Identify key stakeholders and assess their influence, concerns, and alignment
* Analyze how stakeholder dynamics impact early acquisition strategy  
  Practice applying discovery tools (e.g., stakeholder mapping) to a real-world scenario
* Build connections between stakeholder analysis and future planning steps
* Recognize federal-specific stakeholder constraints and opportunities that differ from private sector contexts

### **II. Materials & Preparation**

**Materials:**

* Cynuria Case Study: Milestone 1 (Stakeholder Analysis)
* Slides on stakeholder research
* Optional resources:
  + Stakeholder Mapping Templates or Worksheets
  + Market Research Planning Template

**Pre-Read for Participants:**

* Read Cynuria Case Study
* Specifically prepare for Milestone 1: Stakeholder Analysis

### **III. Session Agenda & Activities**

**(Sprint 1) Activity Title:** Mapping Casey’s Stakeholders  
**Time:** 45 minutes  
**Purpose:** Apply stakeholder mapping techniques to Casey’s context and identify key players, their interests, and potential areas of tension

**Instructions:**

1. **Federal Acquisition Context Setup (Add 5-10 for facilitator)**
   1. Brief overview of the typical federal acquisition stakeholder ecosystem
   2. Explanation of unique federal constraints (FAR compliance, political oversight, career vs. political appointee dynamics)
   3. Context on why federal stakeholder management differs from the private sector
2. **Warm-Up Prompt:** Imagine you're in Casey’s position at the start of the CRM project. How confident do you feel—on a scale from 0 to 5—in your ability to conduct a stakeholder analysis that identifies key players, maps influence and concerns, and informs next steps?”
   1. Compare answers on lower end of spectrum and higher end of spectrum, sharing learnings and surfacing points you may want to hit on during the following activity and discussion
3. **Stakeholder Mapping in Groups**: In small groups, have learners map out the key stakeholders in the case, using **Milestone 1.** Consider providing a template for this or encourage participants to recreate the example embedded in the case study.
4. **Group Share Outs:** As each group shares their map, ask them to discuss influence, concerns, alignment, and barriers among stakeholders. Encourage learners to cite specific evidence from the case to support their analysis.
   1. Who holds formal decision-making power? Who has informal influence? Who can block or accelerate the project?
   2. What are each stakeholder’s primary worries or hesitations about the CRM procurement? Are they technical, political, legal, cultural?
   3. Which stakeholders are aligned with Casey’s goals? Where is there shared vision or mutual interest?
   4. What dynamics (e.g., mistrust, past project failures, misaligned incentives) may make collaboration difficult?
   5. What assumptions are being made? Where might conflicts arise?
5. **Debrief** as a full group:
   1. What early constraints do we see in the stakeholder environment?
   2. What key information is missing or unclear?
   3. What would you need to learn through market research to move forward?
   4. What challenges surprised you in Casey’s early work?
   5. How do or would you handle tension between internal and external stakeholder demands?
   6. What parallels can you draw between Casey’s environment and your own?
   7. What would you want to know next if you were Casey?
6. **Closing**
   1. Return back to the scale from the beginning of class and ask for updates and new insights.
7. **Action Planning Bridge (5 minutes)**
   1. If you were Casey's advisor, what would you recommend for next steps?

**Expected Outcomes:**

* Stakeholder map developed with power/interest analysis
* Insight into competing priorities and potential risks
* Framing for downstream strategy decisions

**Next Steps/Follow-Up:**

* Connect to the Stakeholder Analysis Project assignment

### **IV. Additional Resources/ Appendix**

* [Optional] Stakeholder Map Template (Power/Interest Grid)
* [Optional] Sample Market Research Plan Framework

M2S4 Case Study Fac Guide  
DITAP In-Class Facilitator Guide

**Module 2 Sprint 4**

**Session Title:** Market Research Planning

**Date:** [Insert Date]  
**Time:** [Insert Start and End Time]  
**Location:** [Insert Location or Link]  
**Target Audience:** Federal acquisition professionals enrolled in DITAP  
**Facilitator(s):** [Insert Facilitator Name(s)]

### **I. Overview & Objectives**

### In this session, learners apply market research planning techniques to Casey’s CRM project from the Cynuria case study. Building on their stakeholder analysis, they identify knowledge gaps and begin shaping a high-level plan to better understand user needs, constraints, and potential vendors.

### Learning Objectives:

### Draft research questions based on known needs and uncertainties

### Identify market research methods relevant to digital service acquisitions

### Understand how stakeholder insights shape early research priorities Connect research activities to downstream procurement decisions

|  |
| --- |
| **Note:** This is an **extension activity** designed to deepen application of the Cynuria case. It is *not part of the original case study* but builds on Milestone 1 to help learners connect stakeholder insights to early market research planning and discovery strategy. |

### **II. Materials & Preparation**

**Materials:**

* Cynuria Case Study: Milestone 1 (Stakeholder Analysis)
* Casey’s Stakeholder Maps (from previous Case Study class)
* Module 2 Slide Deck
* Market Research Planning Template / FAR Industry Engagement Guidelines from the new FAR 10
* Optional: Prepare/Source a short example of a research plan to model format

**Pre-Read for Participants:**

* Read Cynuria Case Study Milestone 1: Stakeholder Analysis

### **III. Session Agenda & Activities**

**Sprint 4 Activity: Market Research Planning  
Time:** 30-45 minutes

1. **Instructions:**
   1. Ask learners to imagine they’re supporting Casey’s team as they prepare for early market research. In small groups, they should:
      1. Identify 2–3 key open questions or uncertainties
      2. List information sources (e.g., user interviews, IT inventories, RFIs)
      3. Choose methods to fill gaps (e.g., industry scan, stakeholder interviews)
   2. Encourage teams to tie each research idea back to a specific stakeholder concern or organizational constraint.
   3. Reinforce the link between what they learn now and decisions they’ll make in Module 3

**Expected Outcomes:**

* A rough outline of a research plan addressing known gaps
* Clarity on how discovery work will inform next steps in design

**Optional Extension Activities:**

* **Define Success:** Ask teams to write a success statement for the CRM project based on current insights  
  **Readiness Check:** Facilitate a brief discussion: *“Is this agency ready for cloud CRM?”* Use stakeholder data to explore readiness

***Next Steps/Follow-Up:***

* See FAR 10 Integration Assignment

### **IV. Additional Resources/ Appendix**

* Stakeholder Map Template (Power/Interest Grid)
* Sample Market Research Plan Framework
* Cynuria Case Study – Narrative and Milestone Versions

FAR 10 Integration Assignments  
Enhanced Follow-Up Assignments for New FAR Part 10

**Immediate Post-Session Assignment: New FAR Strategic Market Research Application**

**Assignment Overview**

Apply the new FAR Part 10 strategic framework to both Casey's continuing CRM acquisition and your own federal acquisition context. This assignment bridges today's paradigm shift understanding with practical application skills.

**Time Commitment:** 60-75 minutes **Due:** Before next session **Format:** Individual analysis with peer discussion component

## Part A: Casey's Strategic Research Plan Evolution (35 minutes)

**Context Setting for New FAR Application**

Based on today's session on the new FAR Part 10 framework, refine Casey's market research approach to leverage the strategic flexibility now available while addressing stakeholder integration challenges.

**1. Strategic Method Optimization (15 minutes)**

**Task**: Enhance your group's research plan using new FAR Part 10 flexibility.

**New FAR Strategic Framework Application:**

| **Research Priority** | **Old FAR Approach (Pre-2025)** | **New FAR Strategic Approach (2025+)** | **Strategic Advantage** |
| --- | --- | --- | --- |
| **Commercial CRM Assessment** | Follow prescribed database search and RFI methods | Design industry engagement strategy using reverse industry days and expert panels | Enhanced vendor interaction leads to deeper capability understanding |
| **Federal Integration Analysis** | Use required agency reference calls | Leverage "responsible and constructive" exchanges for direct technical discussions | Real-time technical feasibility assessment |
| **Compliance Verification** | Follow prescribed vendor documentation review | Strategic combination of GSA Procurement Co-Pilot analysis and expert panel discussions | Accelerated yet thorough compliance assessment |

**Deliverable**: Complete the Strategic Research Plan Refinement Template:

* **Executive Summary** (3-4 sentences): How new FAR framework transforms Casey's approach
* **Method Innovation**: 3 specific ways Casey leverages new flexibility
* **Cross-FAR Integration**: How research addresses requirements across Parts 7, 10, and 19
* **Risk Mitigation**: How strategic approach addresses new flexibility risks
* **Stakeholder Value**: How new approach better serves Alex, Riley, and Casey's needs

**2. Industry Engagement Strategy Design (10 minutes)**

**Task**: Design Casey's "responsible and constructive" industry engagement approach.

**Industry Engagement Planning Framework:**

**Engagement Activity 1**: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

* **Strategic Purpose**: What information does this provide that traditional methods couldn't?
* **Stakeholder Benefit**: Which of Casey's stakeholders does this specifically serve?
* **Competitive Integrity**: How does this maintain fair competition?
* **Expected Outcome**: What specific decisions will this inform?

**Engagement Activity 2**: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ [Same framework repeated]

**Integration with Traditional Methods**: How does industry engagement complement rather than replace traditional research methods?

**3. Documentation Strategy for Flexible Approach (10 minutes)**

**Task**: Plan how Casey documents their strategic research approach for acquisition file review.

**Documentation Framework:**

* **Strategic Rationale Documentation**: How Casey justifies method selection based on information needs rather than FAR compliance
* **Cross-FAR Compliance Evidence**: How research demonstrates compliance with requirements across Parts 7, 10, and 19
* **Industry Engagement Log**: What vendor interactions are documented and how
* **Decision Support Evidence**: How research findings connect to acquisition strategy decisions

**Key Documentation Question**: Complete this statement: "If this acquisition were protested, Casey's research documentation would demonstrate..."

## Part B: Personal Application of New FAR Framework (25 minutes)

**Context Bridge to Your Work**

Apply the new FAR Part 10 strategic framework to your own federal acquisition experience or current work context.

**1. Current Context Analysis (10 minutes)**

**Your Acquisition Context:**

* **Current or Recent Acquisition**: Briefly describe an acquisition you're involved with or have recent experience with
* **Market Research Conducted**: What market research approach was used (if any)?
* **Old vs. New FAR Impact**: How would the new FAR Part 10 flexibility change this approach?

**Strategic Opportunity Identification:**

* **Method Innovation Opportunity**: What research methods would you now consider that old FAR wouldn't have encouraged?
* **Industry Engagement Potential**: How could "responsible and constructive" industry engagement benefit your acquisition?
* **Cross-FAR Integration**: How do requirements across Parts 7, 10, and 19 affect your context?

**2. Strategic Framework Application (10 minutes)**

**Design Your Strategic Market Research Approach:**

**Research Question Prioritization**: What are the 3 most strategic research questions for your acquisition?

**Method Selection with New FAR Advantages**: For each question, identify the method that best leverages new flexibility:

| **Research Question** | **Selected Method** | **New FAR Advantage** | **Strategic Rationale** |
| --- | --- | --- | --- |
| 1. |  |  |  |
| 2. |  |  |  |
| 3. |  |  |  |

**3. Professional Development Reflection (5 minutes)**

**New FAR Competency Development:**

* **Comfort Level**: On a scale of 1-5, how comfortable are you applying the new FAR Part 10 strategic framework?
* **Development Need**: What aspect of the new approach do you most need to develop?
* **Application Opportunity**: When will you next have a chance to apply this strategic framework?
* **Mentor/Resource Need**: What additional support would help you master the new approach?

## Part C: Session Bridge Preparation (10-15 minutes)

**Milestone 2 Connection: Technical Integration Analysis**

**Pre-Reading Assignment**: Read Cynuria Case Study Milestone 2 - Integration Solutions

**Reading Focus with New FAR Context**: As you read Milestone 2, consider how Casey's strategically designed market research (using new FAR flexibility) would inform their technical evaluation:

**Key Questions for Reading:**

1. **Information Gaps**: What specific information would Casey's new strategic research approach provide about vendor integration capabilities?
2. **Commercial Solutions Focus**: How does the new FAR's commercial emphasis affect evaluation of custom APIs vs. legacy system upgrades?
3. **Industry Engagement Value**: How would Casey's enhanced vendor interactions inform her understanding of integration challenges?
4. **Strategic Decision Support**: How do strategic research findings enable better technical decision-making?

**Discussion Forum Preparation**

**Forum Topic**: "Strategic Market Research Insights for Technical Decisions"

**Post Requirements** (200-250 words):

* **Strategic Research Value**: Based on your refined market research plan, identify one specific insight that would most influence Casey's technical integration decision-making
* **New FAR Advantage**: Explain how the 2025 FAR Part 10 changes specifically enable this insight
* **Stakeholder Impact**: Describe how this research insight addresses concerns from Alex, Riley, or Casey
* **Technical Connection**: Connect your market research insight to specific technical evaluation considerations from Milestone 2

**Peer Response Requirements**: Respond to at least two peers' posts with:

* Additional insights about how their market research approach could inform technical decisions
* Questions about strategic rationale or method selection
* Connections between their approach and your own acquisition context

## Long-Term Portfolio Project Integration (Updated for New FAR)

**Stakeholder Analysis Project Enhancement**

**New FAR Part 10 Component Requirements**

Your portfolio Stakeholder Analysis Project must now demonstrate understanding of the 2025 FAR paradigm shift and its implications for stakeholder management.

**Updated Portfolio Requirements:**

**New FAR Framework Integration:**

* **Paradigm Shift Analysis**: Compare old prescriptive vs. new strategic market research approaches for your selected acquisition
* **Cross-FAR Integration**: Demonstrate understanding of how market research obligations span Parts 7, 10, and 19
* **Strategic Method Selection**: Justify market research methods based on strategic information needs rather than compliance requirements

**Enhanced Stakeholder Integration:**

* **Strategic Information Needs**: Connect stakeholder concerns to specific research questions and methods
* **Industry Engagement Strategy**: Design "responsible and constructive" industry engagement that serves stakeholder information needs
* **Risk Management**: Address risks created by new flexibility while managing stakeholder concerns

**Professional Development Focus:**

* **New FAR Competency**: Assess your current comfort level with strategic vs. compliance-based market research
* **Development Planning**: Create plan for building expertise in new FAR framework application
* **Career Integration**: Connect new strategic market research competency to your federal acquisition career advancement

**Portfolio Milestone Schedule (Updated)**

* **Week 3**: Stakeholder Analysis with New FAR Strategic Market Research Component
* **Week 6**: Mid-term Portfolio Review (including new FAR framework application assessment)
* **Week 10**: Final Portfolio Presentation (demonstrating integrated stakeholder management and strategic market research competency)

## Case Study Analysis Project Integration

**Strategic Market Research Foundation for Final Analysis**

Your comprehensive Casey case study analysis will demonstrate mastery of the new FAR Part 10 strategic framework through:

**Milestone Integration with New FAR Context:**

* **Strategic Research Design**: How Casey's flexible market research approach enables better technical integration evaluation (Milestone 2)
* **Commercial Solutions Analysis**: How new FAR commercial emphasis affects security and compliance analysis (Milestone 3)
* **Strategic Documentation**: How flexible research approach supports comprehensive acquisition strategy decisions

**New FAR Competency Demonstration:**

* **Paradigm Shift Understanding**: Clear articulation of how 2025 changes affect federal acquisition approach
* **Strategic Thinking**: Evidence of strategic rather than compliance-based decision-making
* **Cross-FAR Integration**: Demonstration of requirements integration across multiple FAR parts
* **Risk Management**: Recognition and mitigation of risks created by new flexibility

## Enhanced Resources for New FAR Context

**New FAR Part 10 Deep Dive Resources**

**Primary Resources (Required for New FAR Understanding)**

* [**GSA FAR Overhaul Practitioner Album**](https://www.acquisition.gov/sites/default/files/practitioner_albums/far-part-10-market-research/content/index.html#/) - Official guidance for new flexible framework
* [**Current FAR Part 10**](https://www.acquisition.gov/far-overhaul/far-part-deviation-guide/far-overhaul-part-10) (FAR Overhaul) - Updated streamlined requirements
* [**GSA Procurement Co-Pilot**](https://acquisitiongateway.gov/procurementcopilot) - New AI-assisted market research tool
* [**"Revolutionary FAR Overhaul" Executive Order 14275**](https://www.federalregister.gov/documents/2025/04/18/2025-06839/restoring-common-sense-to-federal-procurement) - Policy foundation for changes

**Professional Development Resources (Enhanced for New Context)**

* **New FAR Training Series** - GSA-provided training on strategic market research framework
* **Federal Acquisition Institute New FAR Modules** - Comprehensive training on 2025 changes
* **Industry Association New FAR Briefings** - Understanding vendor perspective on changes

## Assessment and Feedback Integration (Updated for New FAR)

**Formative Assessment Checkpoints**

**Self-Assessment Questions (Complete before next session)**

1. **New FAR Understanding**: "On a scale of 1-5, how well do I understand the strategic vs. compliance paradigm shift in 2025 FAR Part 10?"
2. **Strategic Method Selection**: "How confident am I in selecting and justifying market research methods based on strategic information needs rather than compliance requirements?"
3. **Cross-FAR Integration**: "How well do I understand how market research obligations now span FAR Parts 7, 10, and 19?"
4. **Risk Management**: "How effectively can I identify and mitigate risks created by new FAR flexibility?"

**Peer Learning Opportunities**

**Peer Strategy Review**: Exchange strategic market research plans with classmates for structured feedback:

**Feedback Framework:**

* **New FAR Application**: How effectively does the plan leverage 2025 changes?
* **Strategic Rationale**: How well are method selections justified strategically rather than for compliance?
* **Stakeholder Integration**: How does the strategic approach serve identified stakeholder needs?
* **Risk Awareness**: What risks are identified and how are they addressed?
* **Innovation Recognition**: What creative approaches demonstrate effective use of new flexibility?

## Facilitator Integration for Next Session

Based on assignment review, Session 2 will include:

* **New FAR Application Patterns**: Common successful strategies and challenges from student work
* **Strategic Thinking Development**: Reinforcement of strategic vs. compliance mindset based on student needs
* **Technical Integration Bridge**: How strategic market research findings inform technical decision-making in Milestone 2
* **Real-World Application**: Connection of new FAR framework to broader federal acquisition modernization efforts

M3S1 Case Study Fac Guide  
DITAP In-Class Facilitator Guide

**Module 3 Sprint 1**

**Session Title:** Solution Evaluation with SWOT Analysis  
**Date:** [Insert Date]  
**Time:** [Insert Start and End Time]  
**Location:** [Insert Location or Link]  
**Target Audience:** Federal acquisition professionals enrolled in DITAP  
**Facilitator(s):** [Insert Facilitator Name(s)]

### **I. Overview & Objectives**

In this session, learners use SWOT analysis to evaluate CRM integration options in the Cynuria case study **in Milestone 2**. The goal is to help learners think critically about trade-offs, make an informed recommendation, and sketch out a high-level integration and monitoring plan.

**Learning Objectives:**

* Use SWOT analysis to evaluate CRM solution paths
* Identify key trade-offs and decision points

Begin shaping an acquisition strategy based on discovery insights

### **II. Materials & Preparation**

**Materials:**

* Cynuria Case Study Milestone 2
* SWOT Analysis Template

**Pre-Read for Participants:**

* Read Cynuria Case Study Milestone 2

### **III. Session Agenda & Activities**

**Activity:** SWOT Analysis of Solution Paths  
**Time:** 60-75 minutes  
**Purpose:** Evaluate CRM options using structured analysis and case data

**Instructions:**

1. **Frame the Task (<5 min)** Read aloud the Milestone goal from the case:
   1. To complete this milestone, systematically evaluate numerous factors to make a decision that ensures alignment with your organization’s strategic goals and operational requirements. For example, you will assess the current state and needs, evaluate custom APIs, create a life cycle cost estimate and also analyze the Strengths, Weaknesses, Opportunities, and Threats (SWOT) of each option provided in the case below. Then make a decision and plan for integrating and monitoring the chosen solution and its performance.
   2. That’s a lot to tackle—let’s break it down step by step.
2. **Recap & Warm-Up Discussion (<5 min)**
   1. Before we jump into evaluating CRM options, let’s bring forward what we’ve learned so far. Ask the group:
      1. Who are the key players in this decision (Casey, Alex, Riley), and what are their top priorities or concerns?
      2. Based on your stakeholder analysis:  
          – What is Casey’s business need and current state?  
          – What are Alex’s integration concerns and technical constraints?  
          – What compliance or risk factors might Riley flag?
      3. Based on your market research plan:  
          – What types of solutions were you expecting to explore?  
          – What key assumptions or questions still need to be addressed?
3. **Small Group Work (15 min)**
   1. Each group should:
      1. Begin by reviewing your notes from Sessions 1 and 2. Add 2–3 key takeaways to your SWOT worksheet that should inform your evaluation of the options.
      2. Add to the “current state” summary
      3. Complete a SWOT analysis for each option
      4. Consider high-level cost implications
4. **Share Outs (15 min)** Invite groups to share:
   1. Strengths, weaknesses, risks, and alignment with agency goals
   2. Recommendation and rationale
5. **Make a Decision (5 min)**Teams select one option and justify their choice using discovery insights (stakeholder needs, readiness, constraints, risk appetite).
6. **Plan for Integration (10 min)** Teams sketch a high-level integration plan:
   1. Implementation steps
   2. Responsible roles and dependencies
   3. Timeline or rollout phases
7. **Plan for Monitoring (10 min)** Outline how the team will assess performance:
   1. Metrics or KPIs
   2. Feedback loops
   3. Risk monitoring and governance
8. **(Optional) Use the Madlib Template (10 min)** Provide teams with this prompt:
   1. After evaluating both options, our team recommends implementing **[Chosen Solution]** because it offers **[key advantage]**.  
      To integrate this solution, we propose **[brief integration plan]**, involving **[key partners]** and addressing **[challenges]**.  
      We will monitor performance by tracking **[indicators]** and reviewing outcomes every **[cadence]**.
9. **Full Group Debrief (10 min)**
   1. What influenced your team’s decision?
   2. Why might Casey’s team pick CRM over COTS? What trade-offs are involved?
   3. What would Casey’s team need to test or validate before finalizing this approach?

**Expected Outcomes:**

* Completed SWOT templates
* Well-reasoned solution choices
* Initial integration and monitoring strategies

### **IV. Next Steps / Follow-Up**

Ensure students are familiar with Milestones 3–5. Encourage them to capture relevant notes along the way.

M3S2 Case Study Fac Guide  
DITAP In-Class Facilitator Guide

**Module 3** **Sprint 2**

**Session Title:** Evaluating Data Security Solutions with SWOT & Cost Estimation  
**Date:** [Insert Date]  
**Time:** [Insert Start and End Time]  
**Location:** [Insert Location or Link]  
**Target Audience:** Federal acquisition professionals enrolled in DITAP  
**Facilitator(s):** [Insert Facilitator Name(s)]

### **I. Overview & Objectives**

In this session, learners will analyze two data security options presented in **Milestone 3** of the Cynuria case study. Using SWOT analysis and high-level life cycle cost estimation, they will evaluate trade-offs and recommend a solution aligned with performance, risk, and agency needs. This session builds on earlier strategy decisions and strengthens learners' comfort evaluating technical constraints and affordability.

**Learning Objectives:**

* Use SWOT analysis to compare data security options
* Apply structured thinking to life cycle cost estimation (LCCE)
* Recommend a solution that balances security, cost, and system performance

**II. Materials & Preparation**

**Materials:**

* Cynuria Case Study Milestone 3
* SWOT Analysis Template
* GAO 12-Step Life Cycle Cost Estimate (LCCE) Visual (linked in case)

**Pre-Read for Participants:**

* Read Cynuria Case Study Milestone 3

### **III. Session Agenda & Activities**

**Activity:** Evaluating Data Security Solutions  
**Time:** 60 minutes  
**Purpose:** Evaluate security trade-offs using SWOT and life cycle cost analysis

**Instructions:**

1. **Frame the Task** Read or summarize the Milestone goal from the case:  
     
   To complete this milestone, develop a life cycle cost estimate and conduct a SWOT analysis of each option provided to address the data security challenge. The goal is to determine the most effective solution that aligns with the agency's needs without compromising system performance.
2. **Warm-Up Prompt** Ask: *What do you already know about cost estimating in federal IT projects?* *What makes data security especially tricky in digital acquisitions?*
3. **Small Group Work** In breakout groups, have learners:  
   * Complete a **SWOT analysis** of each option in the case
   * Discuss key **considerations from each SWOT quadrant** (e.g., technical, user, compliance)
   * Use the **GAO 12-step LCCE framework** as a guide to identify cost factors—no dollar estimates needed
   * Consider cost **drivers, assumptions, and risks** for each solution
4. **Share Outs x 2**
   * Invite one group to share with another who then shares out to the full group on their behalf:
     1. Their recommended solution
     2. Key trade-offs (e.g., performance vs. risk, flexibility vs. compliance)
     3. Cost insights that shaped their thinking
5. **Synthesis & Debrief**  Discuss as a full group:  
   * What assumptions did your team make when estimating costs?
   * How did the SWOT and LCCE tools influence your recommendation?
   * What would Casey’s team need to validate before moving forward?
   * How do these security decisions influence downstream performance or vendor selection?

**Expected Outcomes:**

* Completed SWOT templates for both options
* High-level cost factors and rationale (not dollar estimates)
* Thoughtful solution recommendations aligned with agency context

### **IV. Next Steps / Follow-Up**

* (Optional) Encourage learners to begin drafting a rough Statement of Objectives (SOO) for Casey’s acquisition
* Review Periodic Table of Acquisition Innovations for preparations on SOO development, acquisition strategies, evaluation criteria, and starting to think about setting up the contract and its award. (<https://acquisitiongateway.gov/periodic-table>)

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**Module 3 Sprint 3  
Session Title:** Designing a Solicitation Strategy  
**Date:** [Insert Date]  
**Time:** [Insert Start and End Time]  
**Location:** [Insert Location or Link]  
**Target Audience:** Federal acquisition professionals enrolled in DITAP  
**Facilitator(s):** [Insert Facilitator Name(s)]

### **I. Overview & Objectives**

In this session, learners apply insights from solution evaluation to define acquisition strategies and draft components of a user-centered solicitation. This session is grounded in Milestone 3 of the Cynuria case study, which asks learners to write a Statement of Objectives (SOO), define evaluation criteria, and choose a corresponding evaluation method.

**Learning Objectives:**

* Draft a clear Statement of Objectives (SOO) based on discovery and solution analysis
* Define evaluation factors that reflect key performance needs and constraints
* Identify an evaluation method aligned to solution complexity and risks

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| **Note:** This is an **extension activity** designed to deepen application of the Cynuria case. It is *not part of the original case study* but builds on previous milestones to help learners connect evaluation decisions to solicitation design. |

### **II. Materials & Preparation**

**Materials:**

* Cynuria Case Study – Milestone 3 (Evaluation and Solicitation Strategy)
* Optional
* FAR 12 Commercial Item, Far 39 IT Acquisition
* FAR 8 & 16 for task orders
* Sample SOOs and evaluation plans
* Evaluation strategy comparison handouts

**Pre-Read for Participants:**

* Milestone 3: Evaluation and Solicitation Strategy

### **III. Session Agenda & Activities**

**Activity:** Designing a Solicitation Strategy  
**Time:** 45 minutes  
**Purpose:** Guide learners in crafting key solicitation components rooted in previous discovery and evaluation work.

**Instructions:**

1. Begin with a short recap: What were the key trade-offs from the previous case study session? How do those inform your solicitation strategy?
2. Prompt: “If your team has decided on a solution path, how do you ensure the solicitation invites the right responses from vendors?”
3. Introduce the deliverable:
   * A short Statement of Objectives (SOO)
   * A recommendation for evaluation criteria and method
4. In teams:
   * Draft the SOO based on your chosen CRM strategy
   * Define 2–3 evaluation factors and describe what a strong response would look like
   * Choose and justify an evaluation method (e.g., LPTA, trade-off)
5. Encourage teams to root decisions in user needs, solution fit, and past case milestones
6. Quick share-out:
   * Each team presents their SOO and evaluation logic
   * Facilitator offers warm feedback or points of tension

**Expected Outcomes:**

* Draft SOOs with clear alignment to discovery and evaluation
* Evaluation approaches that balance complexity, risk, and clarity
* Justification for methods that reflect FAR flexibilities and digital service goals

**Optional Extension Ideas:**

* **Peer Review Rotation:** Learners rotate to peer review SOOs and evaluation strategies using a feedback checklist
* **Debrief the Decision:** Select teams defend their proposed strategy in a mock IPT setting with other learners asking questions and raising potential risks

**IV. Next Steps**

* Refine SOO and evaluation approach and prepare for Milestone 4
* **Acquisition Strategy Development**
  + **Performance-Based Contracting**: Focus on delivery outcomes and mission effectiveness rather than compliance
  + Modular Contracting

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**Module 4 Sprint 3**

**Session Title:** **Laying the Groundwork for Agile Delivery**  
**Date:** [Insert Date]  
**Time:** [Insert Start and End Time]  
**Location:** [Insert Location or Link]  
**Target Audience:** Federal acquisition professionals enrolled in DITAP  
**Facilitator(s):** [Insert Facilitator Name(s)]

### **I. Overview & Objectives**

#### In this session, learners explore how to manage digital service delivery after contract award using agile approaches and performance metrics. This session builds on the solicitation strategies developed in Module 3 and extends the application of the Cynuria case study by shifting the focus to delivery and oversight. It reinforces the importance of continuous involvement and shared accountability—key themes throughout the DITAP course.

#### **Learning Objectives:**

#### Define early performance metrics and indicators of agile delivery health

#### Develop a shared Sprint 0 plan and identify key post-award rhythms

#### Explore CO/COR/PO alignment and agile contracting governance

#### Apply course concepts to practical delivery and kickoff scenarios

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| **Note:** This is an **extension activity** designed to deepen application of the Cynuria case. It is *not part of the original case study* but builds on Milestone 1 to help learners connect stakeholder insights to early market research planning and discovery strategy. |

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### **II. Materials & Preparation**

#### **Required Pre-Read for Participants:**

#### Cynuria Case Study (Final section focused on Casey’s post-award challenges)

#### Digital Service Delivery Project Charter + Contract Kickoff resources

**Facilitator Notes for Students**

* Casey, Alex, and Riley's stakeholder dynamics should shape the agile delivery management approach.
* Technical solution decisions (Custom APIs vs. Legacy Upgrades) should inform Sprint 0 planning and delivery metrics.
* Security compliance requirements should integrate with agile delivery planning and oversight.
* Market research insights should inform vendor relationship management and performance expectations.

### **III. Session Agenda & Activities**

#### **Activity:** Laying the Groundwork for Agile Delivery **Time:** 45–60 minutes **Purpose:** To prepare learners to design a Sprint 0 plan and align key roles and rhythms post-award.

#### **Instructions:**

#### **1. CRM Delivery Planning Brainstorm (10–15 min)**

#### Prompt: *“Imagine this contract is awarded. What metrics would you want in place to track CRM delivery success?”*

#### Facilitate a group discussion to surface risks, indicators of delivery health, and early warning signs.

#### **2. Team Sprint 0 Planning (20–30 min)**

#### In small groups, learners design a Sprint 0 plan for the CRM solution selected in Milestone 3.

* Ask: “What assumptions did we make in Milestone 3 that are now causing friction? What would we want to know or clarify before award that we didn’t specify in our requirements or evaluation?”

#### Plans should include onboarding steps, team roles (CO/COR/PO), key agile ceremonies, collaboration rhythms, and early backlog refinement.

#### Invite each group to share 1 success metric and 1 delivery risk.

#### **3. Reflection (10–15 min)**

#### Prompt: *“On a scale from 0–5, how confident do you feel in managing post-award delivery? What influenced your score?”*

#### Invite discussion starting with lower scores to identify perceived barriers, then higher scores to crowdsource ideas.

#### Follow-up Prompts:

#### *“How has your perspective on post-award delivery changed since the start of the course?”*

#### *“If you inherited this contract from your past selves—based on your earlier requirements and decisions—what would frustrate you? What would you wish had been planned differently?”*

#### **Expected Outcomes:**

#### Drafted Sprint 0 plans

#### Shared delivery risks and success metrics

#### Greater confidence in agile delivery planning

#### **Tips for Facilitators:**

#### Connect back to decisions in Milestone 3. How do the integration and security paths affect Sprint 0 planning?

#### Use Casey’s post-award challenges as discussion prompts. Ask: *“Who owns what in delivery?”*

#### Emphasize agile delivery as iterative and adaptive—not locked in from day one.

#### Reference the “Agile Round Robin” activity if roles need clarification.

#### Seed discussion with questions like:

#### *“What risks does Casey face if delivery metrics aren’t defined early?”*

#### *“How do communication rhythms and roles support transparency?”*

#### *“What early decisions could strengthen vendor collaboration?”*

#### **IV. Next Steps / Follow-Up:**

#### Ensure learners understand Milestones 4 & 5 in the case study.

#### Encourage note-taking that supports the final analysis and presentation in Module 6.

#### Suggest learners begin collecting 1–2 takeaways from each module to integrate into their capstone.

* [**CIO.gov Agile Government**](https://www.cio.gov/2016/11/07/ssa-modernization-6.html) - Federal IT modernization and agile delivery guidance

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**Module 5**

**Module/Session Title:** **Leading Change and Navigating Resistance**  
**Date:** [Insert Date]  
**Time:** [Insert Start and End Time]  
**Location:** [Insert Location or Link]  
**Target Audience:** Federal acquisition professionals enrolled in DITAP  
**Facilitator(s):** [Insert Facilitator Name(s)]

**I. Overview & Objectives**

In this session, learners will explore how to apply adaptive leadership and influence strategies to navigate resistance, lead cross-functional teams, and sustain change in digital acquisition environments. It reinforces a critical skill set woven throughout the DITAP course: how to make change happen in complex systems. By connecting back to earlier activities—like stakeholder mapping (Module 2) and delivery planning (Module 4)—Module 5 helps learners reflect on the leadership mindset and influence strategies that underpin every successful digital acquisition.

**Learning Objectives:**

* Apply adaptive leadership and influence techniques in response to setbacks and pushback
* Reflect on personal change leadership approaches and identify opportunities for growth
* Strengthen resilience and emotional intelligence when advancing innovation
* Connect mindset, wellness, and strategy as tools for sustaining long-term change efforts

II. Materials & Preparation Required Materials:

**Materials**

* Cynuria Case Study
* "Exploring Your Role in Leading Change" PDF

**Pre-Read for Participants:**

* Cynuria Case Study
* "Exploring Your Role in Leading Change" PDF

### **III. Session Agenda & Activities**

### **Activity: Leading Change and Navigating Resistance**

### Time: 45–60 minutes Purpose: To help learners recognize leadership traits and apply adaptive strategies for navigating resistance and advancing innovation.

Instructions:

1. **Opening Prompts:**
   * “Would you call yourself a leader at work? Why or why not?”
   * “What makes a leader, really?”
   * "What leadership skills did Casey demonstrate in resolving stakeholder conflict?"
2. **Peer Reflection Share:**
   * "How might you apply a similar approach in your own role? Where have you led change without formal authority?"
3. **Call Back Moment:**
   * Ask learners to revisit their stakeholder maps from Module 2.
   * "What new insights do you have about the resistance Casey may face compared to what you identified earlier in the course?"
   * “How does the stakeholder resistance Casey is facing relate to the stakeholder mapping you completed in module 2?”
4. **Core Activities:**
   * **Building Alignment and Momentum:** Present a short summary of Casey’s IPT conflict (role confusion, competing priorities, and delivery pressure). Ask groups to propose strategies Casey could use to align the team and regain momentum.
   * **Casey’s Professional Development:** In small groups, draft a short coaching plan—what would you advise Casey to do to grow their influence and emotional intelligence?
   * **Point Out What’s Missing:** Invite learners to consider: "What if Casey faced resistance from end-users, not just stakeholders? How would that shift the leadership approach?"
5. **Optional Creative Facilitation Strategies (choose 1–2):**
   * **Leadership Hot Seat:** Ask for one volunteer per group to sit in a “hot seat” and role-play Casey. The rest of the group becomes Casey’s peer coaches. They ask clarifying questions, offer advice, and challenge assumptions.
   * **Resistance Gallery Walk:** Create three or four posters or digital boards titled with common forms of resistance (e.g., "Loss of Control," "Fear of the Unknown," "Competing Priorities"). Groups rotate around the room, jotting down where they’ve seen these types of resistance in real life—and what strategies helped.
   * **Stakeholder Map Rewind/Fast Forward:** Have learners pull up or redraw their stakeholder maps from Module 2. Ask them to annotate what has changed since then *because of Casey’s leadership* (Rewind) and what could change if she *did more/did something differently* (Fast Forward).
   * **"Dear Future Me" Reflection:** End the session with a quiet reflective exercise. Ask learners to write a short note to themselves about one leadership behavior they want to build on or try—something they learned from Casey’s journey. Go to [futureme.org](http://futureme.org) and schedule-send them for a year from now.
   * **Leadership Tarot:** Create a deck of cards (physical or virtual) with prompts inspired by the course (e.g., “You’ve been assigned to a team of skeptics,” “You’ve hit a wall with a key stakeholder,” “You’re asked to step up without formal authority”). Each group draws a card and must respond with how they’d apply adaptive leadership techniques.
6. **Reflection:**
   * "Rate your confidence from 0–5 in leading change in your organization."
     + Start with lower scores: What’s holding you back?
     + Then call on higher scores: What helps build your confidence?
   * “What parallels do you see between Casey’s development and your own professional and personal growth journey?”

**Expected Outcomes:**

* Clear articulation of stakeholder resistance strategies
* Deeper understanding of leading without formal authority

**Facilitation Notes & Best Practices Facilitator Tips:**

* Normalize that leadership without authority is the norm in digital transformation
* Encourage vulnerability and realism—change is messy
* Link back to roles explored in Agile delivery in Module 4
* Emphasize that this is a culmination point—learners should draw from the whole course to inform how they lead
* Emphasize that federal digital transformation often involves navigating partnership dynamics between government, contractors, and teams of contractors and their respective firms.
* Help learners connect resistance patterns to common federal scenarios (budget cycles, political transitions, compliance concerns)
* Guide discussion toward practical influence tactics within federal hierarchies

**IV. Next Steps/Follow-Up:**

* Prepare for final reflections and recommendations in Module 6 (Milestones 4 and 5)
* Case studies on Acquisition Innovation challenges: https://acquisitiongateway.gov/additional-resources/resources/4173?\_a%5Eg\_nid=252

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**Module 6 (*After Module 4 or during Module 5)***

**Session Title:** **Laying Out a Recommendation**   
**Date:** [Insert Date]  
**Time:** [Insert Start and End Time]  
**Location:** [Insert Location or Link]  
**Target Audience:** Federal acquisition professionals enrolled in DITAP  
**Facilitator(s):** [Insert Facilitator Name(s)]

### **I. Overview & Objectives**

Learners will synthesize their insights from the full case study and the course. They will produce a written recommendation and deliver a team presentation outlining their approach to implementing a successful CRM system.

This culmination invites learners to apply the full arc of the DITAP curriculum—from discovery through delivery—to a case study scenario. The milestone outputs require integration of technical strategy, stakeholder management, agile governance, and change leadership.

**Learning Objectives:**

* Integrate insights from discovery, evaluation, and planning phases to support digital service implementation
* Synthesize tradeoffs and decisions into a coherent recommendation
* Communicate a strategic approach that demonstrates stakeholder empathy, technical understanding, and adaptive leadership
* Reflect on leadership growth through the case study experience

### **II. Materials & Preparation**

**Materials:**

* Cynuria Case Study Milestones 1–5
* Milestone 4 and 5 Instructions (Written and Presentation Guidance)
* Optional: Slide deck template

**Preparation Checklist:**

* Ensure each group has access to their Milestone 1–3 notes
* Prepare rubric for feedback or peer review (recommendation is to use standard class participation rubric but you may also use the rubric in the case study)
* Create timing guidelines for group presentations (e.g., 6–8 min)
* Create guidelines for feedback & Q&A round robin (e.g. Team 1 for Team 2, Team 2 for Team 3… Team 8 for Team 1)

**Pre-Read for Participants:**

* Review team outputs from earlier Milestones
* Review Milestone 4 and 5 guidance

### **III. Session Agenda & Activities**

**Activity Title:** **Laying Out a Recommendation**  
**Time:** 1-2 classes   
 **Purpose:** To synthesize learning and present final case study recommendations.

* **Team Working Time** *(Optional as in class activity)*
  1. Provide time for teams to finalize their written analysis and 6–8 slide presentation decks.
* **Team Presentations**
  1. Each group presents their solution, covering:
     1. Summary of the problem
     2. Proposed solution
     3. Tradeoffs and rationale
     4. Key challenges and how they were addressed
     5. Stakeholder engagement strategy
     6. Implementation and performance tracking
  2. Remind learners their analysis will be assessed based on their ability to address stakeholder concerns, propose viable solutions, and justify their recommendations. Strong responses incorporate:
     1. **Stakeholder Management**: Ongoing collaboration with IT and Compliance
     2. **Integration**: Justifying the choice of custom APIs
     3. **Data Security**: Advanced encryption and audit plans
  3. They might consider these questions: How did your discovery decisions show up in your solicitation strategy? In your evaluation criteria? In your delivery plan?
* **Q&A and Peer Feedback Exchange: Round Robin Format**
  1. Assign each team in advance to give feedback to another.
  2. Ask all learners to use the provided rubric to evaluate each presentation.
  3. Model what thoughtful, constructive feedback looks like before the exchange.
  4. **Learner Instructions:**
     1. For your assigned team:
        1. Share one strength
        2. Offer one suggestion for improvement
        3. Ask one thoughtful follow-up question
  5. **Sample Feedback Questions:**
     1. “What did you learn during your analysis that surprised you?”
     2. “What would you revisit if you had more time?”
     3. “Which tradeoff was most difficult to justify?”
* **Reflection and Debrief (at least 30 min)**
  1. Revisit the **original purpose:** *“The purpose of this case study is to consider creative solutions to a realistic scenario… as there is often no single way to solve a problem.”*
     1. How did your final recommendation reflect the complexity of the challenge?
     2. Where did you make tradeoffs?
  2. **Learning Objectives:**
     1. Which stakeholder concerns were hardest to navigate?
     2. What helped clarify your direction?
     3. What insights came from evaluating integration and security options?
     4. What new skills or strategies did you practice?
     5. How did earlier modules (e.g., stakeholder mapping, delivery planning) shape your final approach?
  3. **Personal Growth:**
     1. What’s one takeaway about your own leadership or decision-making?

**Expected Outcomes:**

* Completed final presentation
* Demonstrated ability to make strategic decisions under ambiguity
* Peer-to-peer learning and reflection

**Facilitator Tips:**

* Celebrate completion—this is a culminating moment in the course
* Prompt teams to explicitly address FAR compliance in their recommendations
* Guide discussion toward realistic federal implementation timelines and constraints
* Help learners connect case study decisions to real federal acquisition scenarios they'll face