



Building a Community of Managers to Lead in the Digital Age



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Introduction



Dr. Suzette Johnson
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- Northrop Grumman Fellow and Emeritus Technical Fellow
- National Defense Industrial Association (NDIA) Systems Engineering Division, Chair

Facilitate industry and government collaboration to promote digital engineering and management through policies, guidance, initiatives, and investments.

- Author, *Industrial DevOps* for Cyber-Physical Systems
 - Doctor of Management Technology
- Investigate the impact of leadership styles on software product outcomes in traditional and agile engineering environments

“Delivering at the Speed of Relevance”

	Agile COP Initiated 1/23/08	Agile COE started through support of 1 division	Self-managed grassroots effort	Agile COE receives sector level support	Agile COE receives formal corporate support across all areas	The LACE expands Enterprise LACE with 5 sector LACEs enabling alignment, scale, autonomy	Continuing to grow and improve
2005	DevOps COP			MBSE COP		AI COP 2022+	
	1 coach		8 senior coaches	8 senior coaches	40+ coaches	70+ coaches	Growing number of Agile SMEs (including Lean)
	Emerging coaches		15 coaches/trainers	25 coaches/trainers	100+ Agile programs/functions	300+ Agile programs/functions	Continued adoption across programs and functions
	Several programs and divisions					13,000+ Agile Community of Practice members	
	20 Agile CoP members						Lead in the Digital Age for managers and leaders

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Change Management

How do we advance the adoption of modern ways of working to deliver value faster?

Awareness

Desire

Knowledge
& Ability

Implement

Reinforcement

Change Management

Follow organizational change disciplines, such as establishing a sense of urgency and developing a change vision. A clear vision of change helps staff understand what the organization is trying to achieve. Another organizational change discipline is communication strategies. (GAO, July 2012)

Models			
ADKAR	Leading Change, Kotter	Switch: How to Change Things When Change is Hard	Change the Culture, Change the Game
<ul style="list-style-type: none"> • Awareness • Desire • Knowledge • Ability • Reinforce 	<ul style="list-style-type: none"> • Urgency • Guiding Coalition • Create Vision • Communicate Vision • Empowering • Short-Term Wins • Continue to Build Change • Institutionalize 	<ul style="list-style-type: none"> • Direct the Rider • Motivate the Elephant • Shape the Path 	<ul style="list-style-type: none"> • Experiences (foundation) • Beliefs (assumptions) • Actions (behaviors) • Results (outcomes)

“Change is a common thread that runs through all businesses regardless of size, industry, and age. Our world is change fast and, as such, organization must change quickly too.” – Kurt Lewin, Change Management

Seek First to Understand

What do managers need in the digital age?

What are their challenges and pain points?

What is working well?

Where are they in their journey?

How can we build managers as coaches?



Understanding Managers Needs



Focus Groups



Empathy Mapping



Personas

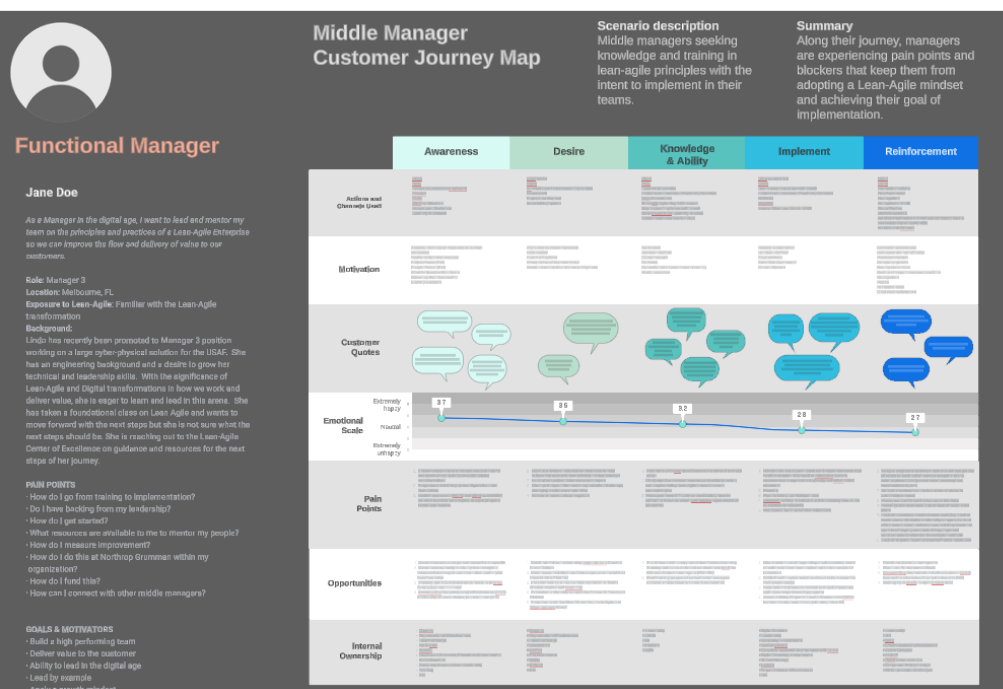


Journey Maps



Workshop Deep Dive

Visualize and understand managers' experiences, pain points, opportunities for improvement, and how to improve value delivery



Voice of Managers

I don't know how to get started.

I don't feel I have the support I need.

How can I get some quick wins?

It would be helpful to have more peer-to-peer exchanges.

Can we have a strong campaign directed to middle management and IPT leads?

I received the training, but I can't figure out how to specifically implement it.



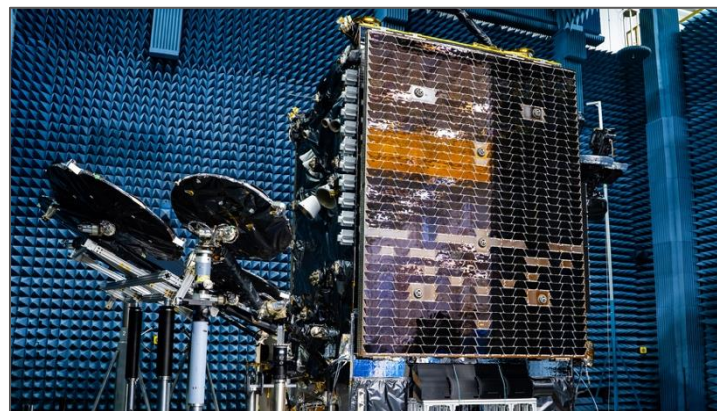
Lead in the Digital Age COP

Align with Organizational Initiatives

- Empower managers to lead (and coach) in the digital age
- Build your network
- Reinforce how to use the tools in your toolbox
- Regular meeting cadence



Leadership Behaviors



Product Excellence



Digital Capabilities

Discussions

Focus on Value Delivery and Practical Implementation

What is an MVP and how does it buy down program risk?

Handling changing requirements and avoiding scope
creep

Why should we care about DevSecOps?

Making work visible with digital tools

The impact of high performing teams

What AI tools and techniques are available and how to use
them?

The art of listening and asking questions

Leveraging the Digital Trinity (AOD)



Collaborate

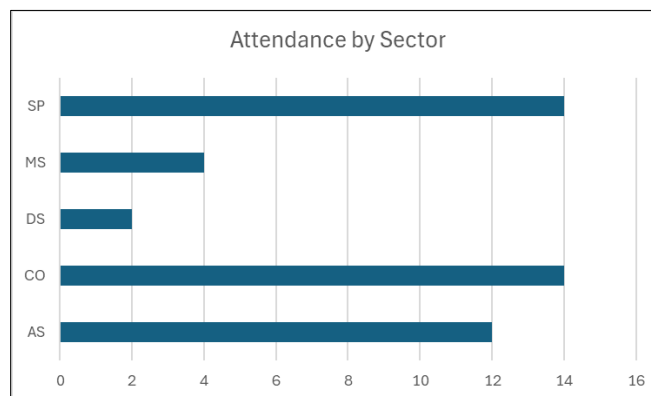
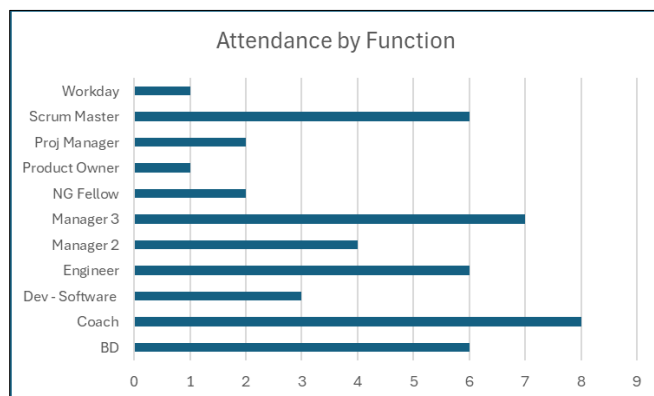
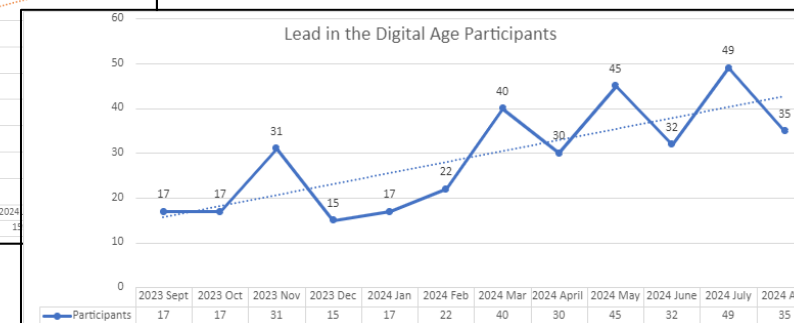
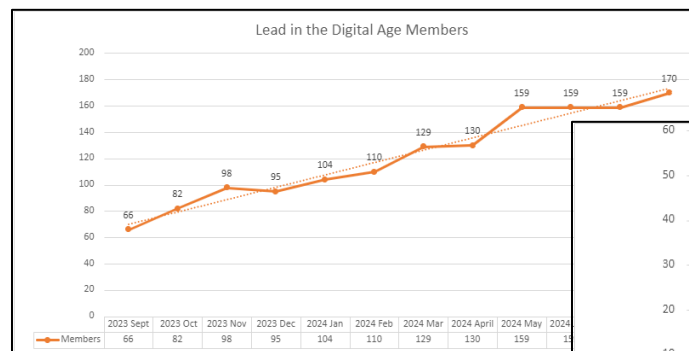
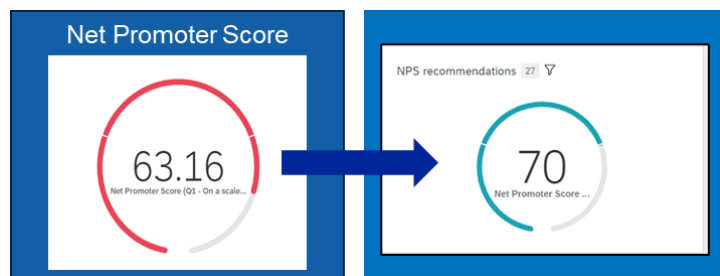
Digital tools to encourage engagement



Inspect and Adapt

Exceeded our yearly target

- Year 1: Improve Net Promoter Score from 33 to 36 (achieved)
- Year 2: 63 to 70 (outstanding)



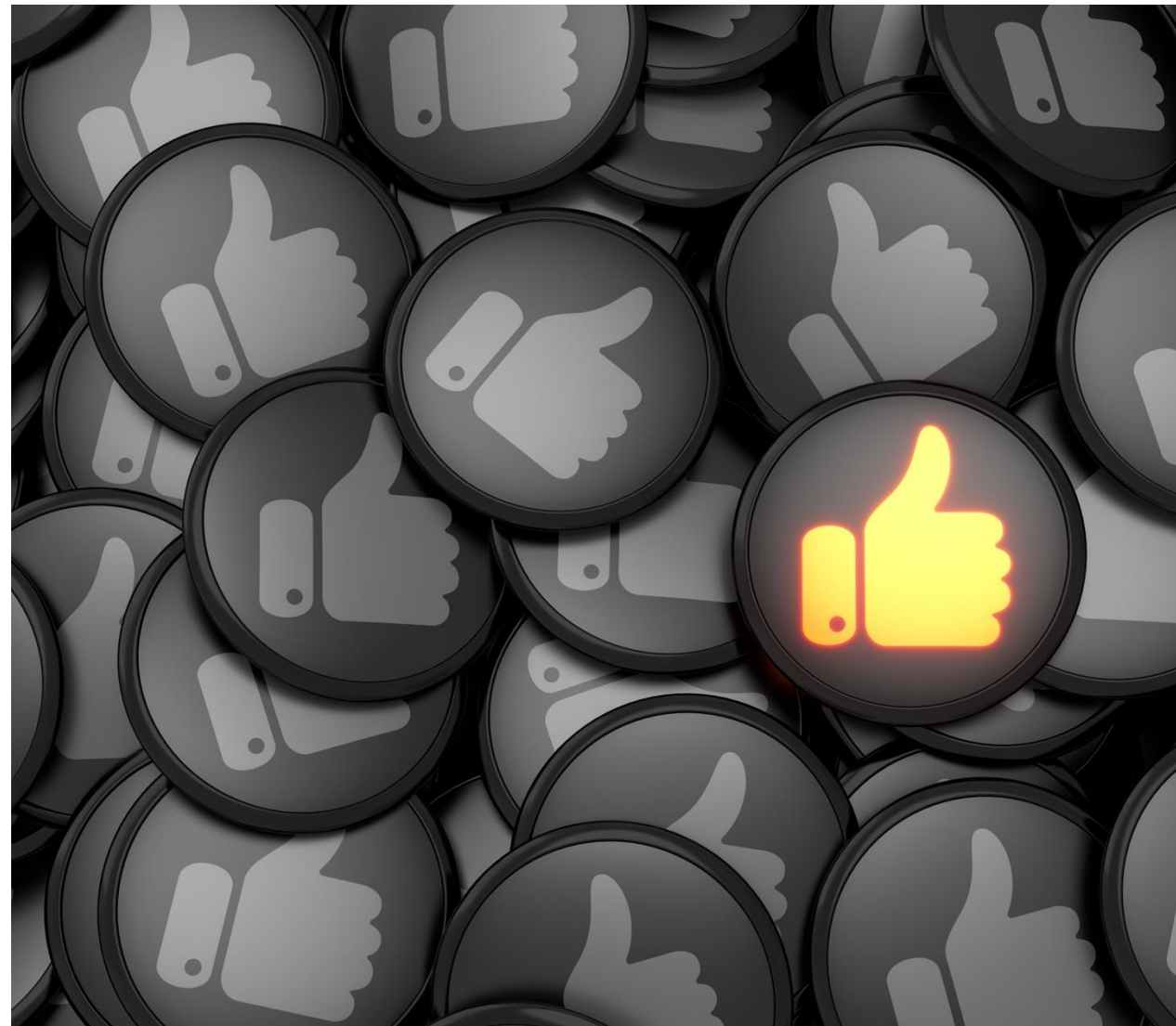
Current Feedback

Provided me with a roadmap for getting started

I have more tools in my toolbox

*I have ongoing learning opportunities to support
my journey*

*I have a better understanding of what it means
to be a leader in the digital age*



Takeaways from the Journey

Leverage a change management strategy

Seek first to understand

Identify the bottlenecks

Align with organizational efforts

Measure and improve

Make it real: what is one thing you can do now
and share your experience at the next
gathering?



Help With

- Additional suggestions to improve engagement.
- Ideas for measuring success.
- Your success stories and lessons working with engaging middle managers in the change effort.



Thank you

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The logo symbol consists of a thick horizontal line on the right side of the word "NORTHROP", which then turns 90 degrees downward to form a vertical line on the right side of the word "GRUMMAN".