Part 2: Superior Leadership

Leading Change:

Mr. Englander is the driving force behind the Missile Defense Agency's efforts to advance the operational capability of our Nation's first credible defense against ballistic missile attack. Against the backdrop of an ever growing and more sophisticated threat from ballistic missiles and other weapons of mass destruction that are being proliferated around the world, he leads MDA technical initiatives to keep the Ballistic Missile Defense System (BMDS) one step ahead of our adversaries. This objective requires exceptional flexibility with respect to how the Agency defines system requirements and pursues technology development. In accordance with Presidential direction and the National Military Strategy, the Secretary of Defense provided MDA with the authority to tailor the Department's acquisition process to achieve this flexibility. Recognizing the sweeping changes that this strategic direction afforded, Mr. Englander pursued a capabilities-based approach to requirements in which performance goals are established and continually built upon rather than pursuing a fixed set of long-term requirements that lead to a "grand" system design taking decades to field. To apply this challenging acquisition approach, he identified the system engineering changes required and then led the team that implemented them. The result was a systems engineering process tailored to MDA requirements that better leveraged and integrated engineering skills across the Agency, thereby saving substantial resources and dramatically improving the speed to deploy BMDS capabilities. This revised engineering process now ensures that the Warfighter receives increments of missile defense as the threat evolves, rather than risking the delivery of potentially less effective capability later.

Leading People:

Mr. Englander's extraordinary technical acumen is complimented by his superior leadership skills. He has demonstrated the distinctive ability to energize and motivate a cross section of government personnel and contractors from multiple organizations to form cohesive teams that represent a broad array of interdisciplinary skills. As part of the Ballistic Missile Defense Organization's transformation to MDA, Mr. Englander was selected to be the Deputy for System Engineering and Integration. He formed collaborative relationships with other senior executives to create the Missile Defense National Team that brought together the best and brightest engineering minds in industry, Government and academia with the objective of integrating multiple organic missile defense programs into a single, layered system of sensors, weapon systems, and interceptors to address the challenges posed for protecting the nation, our deployed troops, and our friends and Allies from ballistic missile attack. The National Team concept required competing contractors to work together toward a common goal and was essential to making the ballistic missile defense system (BMDS) a reality. As the program continued to make progress towards deployment and international events emphasized the need to put in place a limited capability, Mr. Englander recognized the pressing need to engage and inform the Military Services, the Congress, the public, and the international community regarding the capabilities of the BMDS. He served as an exceptionally competent leader in articulating the BMDS capability, and today continues to serve as the principal adviser to the Director on all issues related to program technical risks, technology maturity, and systems engineering, and is accountable for ensuring the technical viability of this complex, globally deployed BMDS.

Building Coalitions/Communication:

Mr. Englander applied outstanding communication skills contributing to the technical understanding of the program by people both within and external to the Agency. He forged strong bonds with a broad cross section of executives and technical staff throughout the Department of Defense, Congress, the Administration, industry, and international missile defense communities. For example, as Technical Director, he established a Technical Director's Roundtable to bring the MDA system and its elements, together with defense community representatives to address a wide-ranging variety of issues that could not be resolved. The roundtable approach fostered the development of a revised systems engineering framework that facilitated a much greater level of engineering collaboration across the BMDS elements. This led to the development of a new way to achieve concurrent testing and operations that are so critical to the BMDS evolutionary development. He put in place the MDA White Team, comprised of industry, academia, Military Services, and Federally Funded Research and Development Centers to address the challenges presented by ballistic missile countermeasures. Since countermeasures are designed to hide the ballistic missile warhead among a cluster of objects and thus confuse our sensors, the BMDS needs to be capable of identifying or "discriminating" the warhead from among the false targets or countermeasures. The White Team's development of a coherent approach to address the discrimination issue was tightly coupled to the MDA budget, thereby ensuring the System acquired such a capability. Mr. Englander co-chaired all System-level design reviews, affording him the opportunity to integrate and resolve issues across the elements of the BMDS, while crafting synergistic solutions such as the integration of cruise and ballistic missile defenses. Leveraging his technical acumen and precise communication skills, he participated with the Department of the Navy as co-chair of a flag officer level MDA-Navy Executive Committee that reaped significant benefits advancing the direction and pace of sea-based area defenses by expanding existing BMDS capabilities and technologies in close collaboration with the Navy's ship modernization plans.