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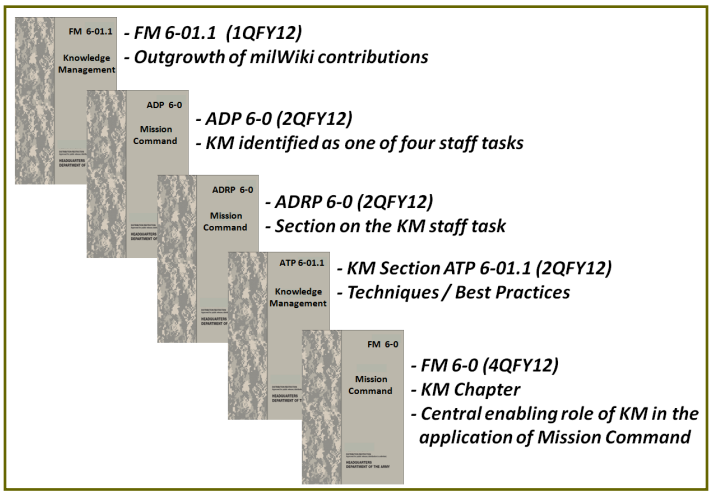
Knowledge Management and Doctrine 2015

LTC Michael Kitchens, AOKM Proponent

Recently the US Army embarked on an ambitious plan to update its method of developing doctrine. Doctrine 2015 represents a paradigm shift in how doctrine gets to the field and is already underway. Overarching goals by 2015 are to: reduce the number of FMs from 300 to 50; capitalize on emerging technologies that allow for rapid capture of battlefield lessons learned and techniques; and create smaller capstone manuals that contain enduring doctrine that rarely changes. This will create the conditions so that tactics, techniques, and procedures can evolve and make their way back into doctrine at a faster rate. Ultimately, there will be a series of Army Doctrinal Publications (ADP), Army Doctrinal References Publications (ADRP), Field Manuals (FM), and Army Techniques Publications (ATP) that will constitute the totality of doctrine.



Mission Command Doctrine (ADP 6.0, ADRP 6.0, FM 6.0)

As mission command doctrine emerges, knowledge management will play a key role. Some suggest KM is the critical mission command enabler and the bridge between the mission command warfighting function and the network. As a warfighting function, mission command is the balance between the art and science of command and ensures synchronization across the operational environment, and a key staff task in mission command is to "conduct knowledge management." Therefore, it is only logical that KM, as a key mission command enabler, should link its doctrinal foundations into the mission command publications, APD 6.0, ADRP 6.0 and FM 6.0. When Doctrine 2015 goes into effect, KM will *not* have its own FM—only a KM ATP which will be available on milWiki for real-time editing and updating. The remainder of the information in the current KM FM (definitions, fundamentals, principles, tactics, etc.) will be embedded into the mission command 6.0 series. The purpose of KM ATP publication will be to rapidly gather and publish knowledge management techniques for the field, especially throughout the operations process.

The Current Knowledge Management Doctrine (FM 6-01.1 KM Section)

The current KM doctrine, *Knowledge Management Section*, FM 6-01.1 is in its

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Knowledge Management and Doctrine 2015

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final stages of editing for publication by the end of the 2011. In early 2011, FM 6-01.1 was uploaded to a milWiki site and KM practitioners were invited to update the manual. The proponent received a multitude of comments from the field which are being incorporated into the new KM FM. As changes to the document were received from the field, they were reviewed by the AOKM Proponent Office using a formal board process, and were either accepted, modified, or rejected. In July 2011 the document was pulled from the site, edited and submitted to the Combined Arms Doctrine Directorate (CADD) to go out for Army-wide staffing. In the interim, the AOKM-P received approval from CADD to submit the KM FM 6-01.1 (after formal staffing) to replace the August 2008 FM 6-01.1 as a transitional legacy manual pending the complete transition to Doctrine 2015. This ensures the field has updated doctrine available.

The Future

The writing of Doctrine 2015 publications is well underway. The AOKM Proponent is aggressively engaging with CADD and providing relevant doctrinal input as these transformational publications are written. In the near term, the focus for the knowledge management doctrine team is to develop KM as a critical enabler to mission command and ensure KM fundamentals and principles are embedded in capstone manuals for the widest audience. This will ensure KM is relevant to the force and value added.

KM is leading the way as the Army transitions to this more timely and innovative approach to getting doctrine, tactics, techniques, and procedures to those who need it. This new paradigm will go a long way as we take "Knowledge Management to the Tactical Edge."

LTC Kitchens is the Chief, Concepts and Doctrine for the AOKM Proponent at Combined Arms Center, Fort Leavenworth, Kansas. He also serves on division staff with the Kansas National Guard.

Applying MCTP Observations: Where To Start?

MAJ Tyler Oxley, Mission Command Training Program

This is the first in a series of articles about Army operational knowledge management by the KM Observer Trainer of the Mission Command Training Program (MCTP), Operations Group Delta, Fort Leavenworth. The intent is to share observations and lessons learned in the conduct of division- and corps-level exercises with other KM practitioners.

Most observed KM challenges center on staff processes. This falls within the domain of the Chief of Staff (CoS) and it is an area where an effective KM team can make an immediate or near-term impact through the conduct of KM assessments. Assessments start the refinement or initiation of processes. Having CoS buy-in is essential to the success of any division, corps or ASCC KM initiative. KM practitioners derive their ability to influence or refine staff processes through the CoS. Effective KM plans are developed in close coordination with the Chief.

Understanding the processes and functions of a modern cross-functional staff can prove a daunting task. Deployed staffs are tailored to the mission and can grow exponentially in a joint, interagency, intergovernmental and multinational environment. Any newly assigned KMO will ask, "Where do I begin?" Understanding the battle rhythm and creating a knowledge map of the organization is a good place. Mapping will set the stage for conducting future assessments. The ability to conduct assessments is central to the success of any KM effort. You cannot begin to refine processes until an assessment is completed and knowledge gaps are identified. Mapping is a logical place to start the process.

KM practitioners are in the business of enabling the "creating, organizing, applying and transferring" of knowledge within an organization and for its stakeholders. Before this happens, a unit's boards, bureaus, centers, cells and working groups (B2C2WGs) should be identified and their inputs and outputs mapped. This allows the KM practitioner to develop an understanding of staff knowledge activities, tasks, workflows and information products.

A starting point for identifying B2C2WGs is the unit's existing battle rhythm. A well-developed battle rhythm will reflect all current B2C2WGs. Battle rhythms are living processes that adjust to exercises or operations but they should remain generally (procedurally) consistent. Synchronizing a unit's B2C2WGs within the battle rhythm is a specified task for KM sections (FM 6-01.1, 1-7).

> "A HQs battle rhythm consists of a series of meetings, briefings, and other Mission Command activities synchronized by time and purpose. The COS (XO) oversees the battle rhythm. Each meeting, to include working groups and boards, should be logically sequenced so that one meeting's outputs are available as another meeting's inputs."
>
> (FM 5-0, 2010 p. A-9)

Most units have an underdeveloped battle rhythm until an exercise or deployment demands synchronization with external agencies or higher and adjacent headquarters. A draft battle rhythm should be developed or refined at the direction of the CoS prior to an exercise or deployment.

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Applying MCTP Observations: Where To Start

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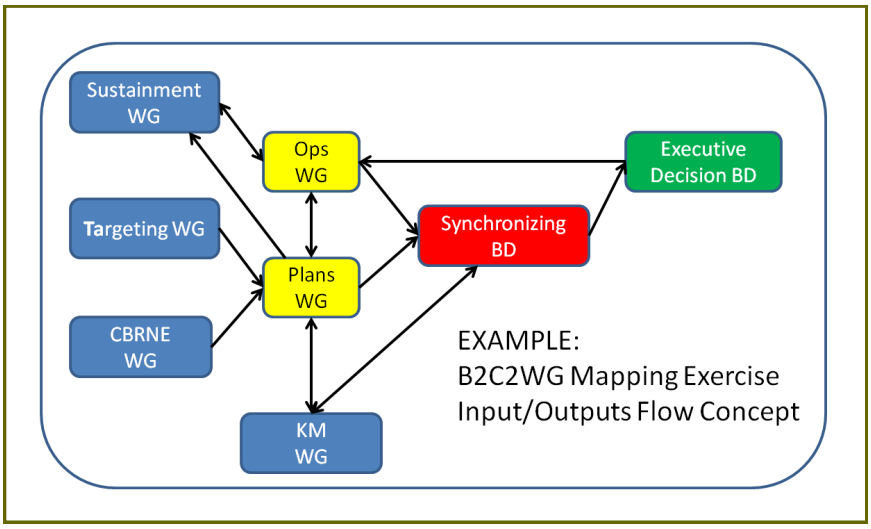
Most units do not have a set means of updating their battle rhythm on a continuing basis. This makes knowledge mapping from the battle rhythm alone more difficult. An approach that can be used in conjunction with referencing the unit's battle rhythm is to interview each staff section to ensure all B2C2WGs are captured. Not all working groups and boards that occur in garrison will occur during an exercise or operation. Likewise, exercise and deployed B2C2WGs may occur less frequently or not at all. The addition of external agencies can further confuse the mapping process. Aside from increasing the understanding of how the staff functions, a map will aid in ensuring that the rhythm is logically sequenced and that no recurring events are omitted.



Once individual working groups and boards are mapped and the information flows between them established, they can be individually analyzed. Part of conducting a knowledge assessment is the use of B2C2WG quad charts or "seven minute drills." Most successful staffs prepare these or similar products as part of battle rhythm and SOP development.

To be continued…

In the next edition of *Connected*: More about B2C2WGs

First Ever Full Spectrum Operations (FSX) KM Lessons Learned

LTC Michael Kitchens, 35th Infantry Division KMO

For two weeks in September 2011, I was involved in the Army's first ever Full Spectrum Exercise at Fort Leavenworth, Kansas as a division Knowledge Manager with the 35th Infantry Division. The purpose of the event was to demonstrate the Mission Command Training Program's (MCTP) ability to exercise and train a division headquarters in an entirely new construct. The exercise was a classified Caspian Sea scenario that tested our ability to conduct offensive and defensive operations simultaneously with stability operations. As part of the 10 U.S. Corps, the 35th's mission was to conduct an offensive attack against division-sized enemy forces who had invaded a sovereign country and to restore the international border and stability to the country. It was the division's first opportunity to execute the emerging doctrine of *Mission Command* (FM 6.0) which balances the art of command with the science of control. The 35th ID, located at Fort Leavenworth, KS was chosen as the first to go through this event.

As the division Knowledge Management Officer (KMO), I was able to experience KM executed at the tactical level and see the critical links between knowledge management and decision making. Having worked in KM since 2006, and now at the AOKM Proponent, I never had the opportunity to deploy as a KMO. However, this exercise was an excellent opportunity for me to see the knowledge management program I had been developing at the 35th Infantry Division come to fruition, as well as integrate some of the emerging thinking from the AOKM Proponent—especially as it relates to KM enabling mission command at the tactical level. Most of my observations and lessons learned revolved around the battle rhythm and how knowledge flow was assessed throughout the execution phase. A key insight was that the KMO has a critical role in ensuring that the people, processes and tools are aligned in advance of the execution phase so that during execution the KMO can assess knowledge flow and make corrections. Furthermore,

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Facilitating Innovation Through Knowledge Management

Mark Uhart, CSC (Contractor)

Much of the value of knowledge management is in facilitating the innovation process. To facilitate innovation we must understand the process, synthesize the knowledge shared between individuals, teams and organizations, and create opportunities for sustained innovation. What is innovation and what is its process?

I give credit to Everett M. Rogers for his book *Diffusion of Innovations* (Fourth Edition). It opened my eyes up to the huge role new processes play in innovation. The Dictionary.com definition of innovation is "introduction of new things or methods." In the ontology domain, "things" are not only physical things, but can also be ideas, concepts, methods and processes. Everett Rogers describes innovation as "an idea, practice or object that is perceived as new by an individual or other unit of adoption." Key to both definitions is that an innovation need not always be a material object or physical thing. Most Army doctrine comes from new ideas, developed using collaboration, codification and validation, resulting in new Army business processes. These new processes then become doctrine or new techniques and procedures for solving complex problems. Two examples of Army innovation are the Military Decision Making Process (MDMP) and the development of the PMESII-PT construct.

The MDMP seven-step analytical process for staff planning and decision-making was created and used during the Cold War and refined to what it is today in FM 5-0, Appendix B. The creators of the MDMP process probably used a facsimile of the current KM process of "assess, design, develop, pilot and implement" to develop and test their concept. The MDMP was necessary in order to provide small units a foundation for developing troop leading procedures (TLPs). Whether we are talking about the seven elements of the Army problem solving model, the seven steps in the MDMP, or the eight steps in TLPs, we are talking about business processes born through people sharing knowledge. In these cases the sharing occurred long before collaborative computer technology was available.

The acronym PMESII-PT refers to "the variables used to describe the operational environment: political, military, economic, social, information, infrastructure, physical environment, and time." These operational variables are introduced in FM 3-0 and described in FM 6-0. PMESII-PT was a new idea or approach in understanding the operational environments experienced in Iraq and Afghanistan. The boards, bureaus, cells, centers and working groups (B2C2WGs) that evolved to assist the commander and staff in visualizing, describing and reporting the situation, using inputs and outputs from B2C2WG collaborative teams were, in fact, innovations.

The KM process facilitates the generation of new ideas, concepts and methods for achieving operational and tactical objectives. But innovations cannot be sustained without understanding the people, organizational, and cultural variables that affect their rate of adoption. Too often we conform to what we understand rather than collaborate to create new innovations. The rate of adoption of an innovation, or its rejection, can be based on its acceptance or non-acceptance by key leaders and "opinion leaders," its perceived value by the majority of those affected by it, the degree to which it fits into current processes and procedures, its complexity and, finally, its "observability." Observability is the degree to which the results of an innovation are visible to general population (E. Rogers). It is particularly important because it affects the rate of adoption and re-invention. Re-invention is the degree to which an innovation is changed or modified by a user in the process of its adoption and implementation." (*ibid*)

As KM practitioners we can facilitate the innovation process by bringing key leaders, opinion leaders and subject matter experts together to assess situations and solve problems. We must provide the resources to design, develop and pilot new innovations. And we must also provide the opportunity to codify, implement and sustain innovations until they lose their effectiveness and require re-invention or replacement. We must enhance the observability of new processes and create opportunities for continuous process improvement. Most importantly, KM practitioners must understand the value knowledge management brings to the innovation process.

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Fantasy Football and Knowledge Management: Going Viral

Eric Olsen, Strategic Knowledge Solutions (Contractor)

A couple of years ago my wife and I were introduced to fantasy football. My wife is not a big football fan and she was hesitant to participate in this fantasy game. But she was soon swayed by my son's and my efforts. Today, fantasy football has become a routine within our household. Participating in two leagues, my wife not only understands, but actively partakes in all required activities from conducting the draft, to the formation of her starting lineup, and most importantly getting updated on player status from Sunday morning's sports broadcasts. My family's experience is not unique. The growth of fantasy sports has gone viral, doubling in the number of players since 2000.

Fantasy football was able to change and sustain my wife's behavior. Can knowledge managers use a similar strategy to cause their KM efforts to go viral? Viral marketing is defined "as any strategy that encourages individuals to pass on a marketing message to others, creating the potential for exponential growth." How do we institute KM where knowledge workers not only embrace KM concepts but have a strong desire to share and convince others they are the right things to do? In a recent blog, Nick Milton stated the biggest KM hurdle is not the introduction of practices or tools; it is their long term acceptance. He has personally observed a great number of KM projects that dwindle out of existence within six months of implementation. How do we initiate new KM practices and promote new ideas in a way that causes our knowledge workers to become vested in adopting them and encouraging others to adopt them voluntarily?

First, we must acknowledge that good ideas and creative thoughts cannot move on their own accord. As a result, since only people move ideas and knowledge objects, we must encourage human behavior that promotes sharing in a way that becomes viral. If there is any chance for a new KM tool, activity or process to be accepted in way that you would characterized as viral, a change in behavior is required. According to Dr. Leandro Herrero, a leading expert on viral change, "when viral change occurs the leadership for this action is distributed across the organization, it is exercised constantly by all people who endorse the change, who role model them and who infect others." This cannot be left to chance. A KM implementation plan must be developed as part of any change management process or KM initiative. In her article, "Critical Success Factors of KM," Farida Hasanali stresses that implementation plans should address the following factors: leadership, culture, structure, roles and responsibilities, information technology infrastructure and measurement.

Let's return to the example of fantasy football. In fantasy football, leadership is decentralized to allow participants to organize their own leagues around common activities, bonds and special interests of users. Groups are self-forming and organ-

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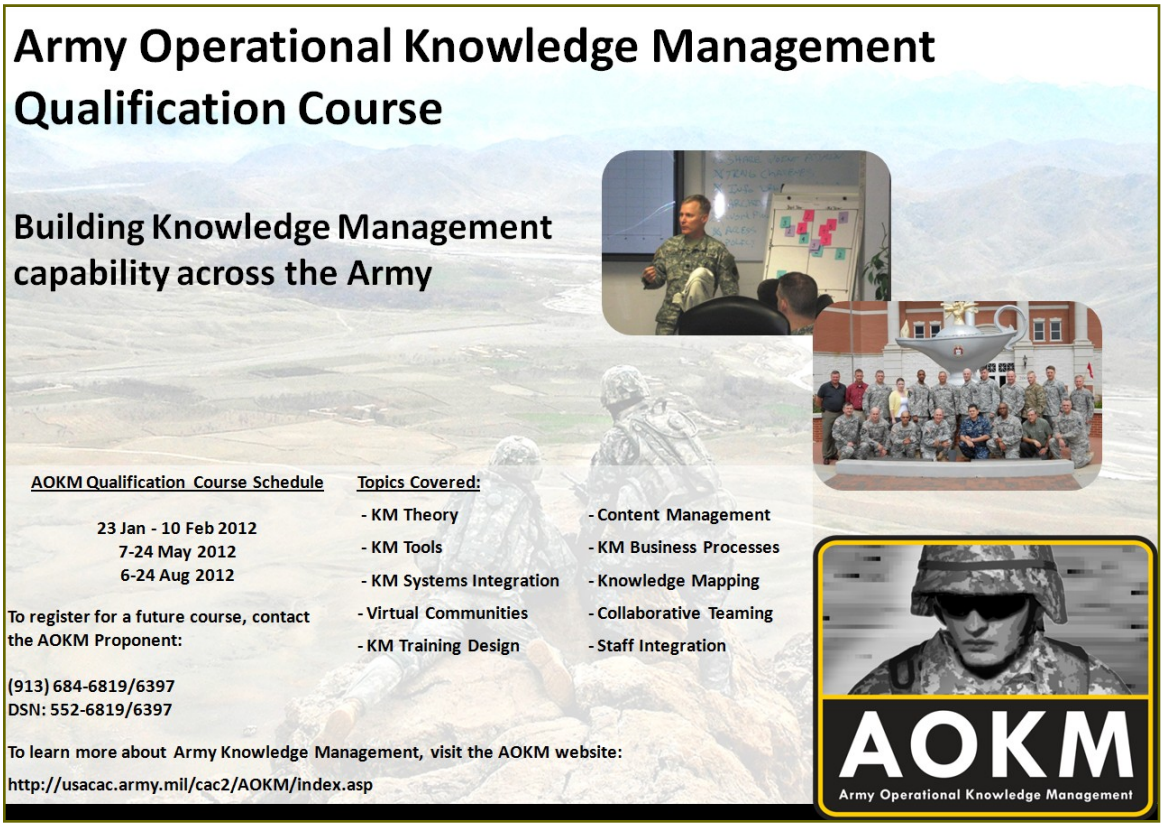

Fantasy Football and Knowledge Management: Going Viral

ized under the terms of governance established by the league. Because groups are self-forming, they organize around pre-existing relationships with individuals who have of similar or supporting cultures (work, home, clubs, etc.). Fantasy football governance plans and terms of agreement establish the structure and roles for their members. However, they also allow groups to alter and modify game rules to support the group's needs and desires. For example, scoring rules, number of personnel on a team or even how trades and acquisitions are managed can be customized. Another key to fantasy football is a supporting technology that supports collaboration. Additionally, sports networks and other companies have developed extensive knowledge centers such as web sites, TV programs and blogs tailored to the fantasy football player. A great example is the development of smart phone application that allows users to check scores, manage rosters and participate directly from their mobile device. Finally, fantasy football has implemented a robust measurement and reporting system. Participants have full-time access to metrics about their performance, including projections and analysis of their team. All of this information is just a button click away.

From the NFL's point of view, fantasy football is a boon--it increases viewership and promotes their product. Fantasy football players watch more NFL games and buy more tickets, clothing and sports memorabilia then the average fan. The activity has gone viral, at least partly due to an implementation that addresses the elements of leadership, culture, structure, roles, technology and measurement. We in the KM community must continue to observe and capture how others have promoted products, ideas and activities that have gone viral. People make ideas, processes and procedures go viral. We cannot leave this to chance; we must build a strategy for implementation. This strategy must address the ways we can change behaviors to spread KM rapidly throughout our organizations.

The Maneuver Support Center of Excellence Fusion Cell

Philip Tackett, DRC (Contractor)

Snuggled amongst the rolling hills of the Ozarks Region of South Central Missouri is Fort Leonard Wood. Here rests the home of the Maneuver Support Center of Excellence (MSCoE), the proponent for the U.S. Army's mission of protection. Protection is the preservation of the effectiveness of mission-related military and nonmilitary personnel, equipment, facilities, information and infrastructure deployed or located within or outside the boundaries of a given operational area. Protection is an element of combat power and a warfighting function. MSCoE, as proponent for the protection warfighting function, serves as the coordinating and synchronizing agency for Army protection efforts in order to integrate the processes, activities and capabilities requisite (across DOTMLPF) for the protection (prevention/mitigation of adverse effects) of personnel, physical assets and information. MSCoE supports a comprehensive approach that leverages coordination, collaboration, cooperation and technology among key stakeholders in the military and the community.

When I was originally assigned as the Knowledge Management Advisor (KMA) to the MSCoE, the knowledge management section was a stand-alone section of the Program Management Integration Directorate (PMID), working for the Deputy to the Commanding General. On 1 September 2010, the KM section was reorganized and placed within the Quality Assurance Division of the PMID. The section became part of an informal fusion cell along with lessons learned (LL) and warfighter personnel. However, no civil service personnel were filling these other two functions. With the reorganization, the MSCoE hired four LL and four warfighter analysts to support the MSCoE. They also supported the three schools located here (military police; engineer; and chemical, biological, radiological and nuclear).

The LL personnel were responsible for the collection of lessons from the protection community and forwarding all information to the Center for Army Lessons Learned (CALL) at Fort Leavenworth, KS. The warfighter analysts were responsible for maintaining the warfighter forums for the MSCoE and the MSCoE schools. As KMA, I was responsible for working with the director of the Quality Assurance Division for the integration of KM principles and best practices into the professional military education courses of each school, as well as supporting the ProtectionNet facilitator at Fort Leavenworth for the knowledge sharing and exchange of information within the protection community of practice.

Prior to the formation of the fusion cell there was no real collaboration or coordination of effort among these organizations. Today, all sections are part of the MSCoE's Maneuver Support Knowledge Network, a portal that rolls up content to provide a one-stop shop where Soldiers can find a wealth of information. The MSCoE fusion cell is one of the Army's primary tools for facilitating the exchange of knowledge between protection professionals within the institutional and operational forces. ProtectionNet, the Warfighter Forums and the schoolhouses are all providing Soldiers, DOD civilians, supporting contractors and other services and agencies the ability to leverage expertise, share experiences and participate in discussions within communities of practice and virtual teams. Never before has the need to rapidly share knowledge to support the protection of the warfighter been more important.

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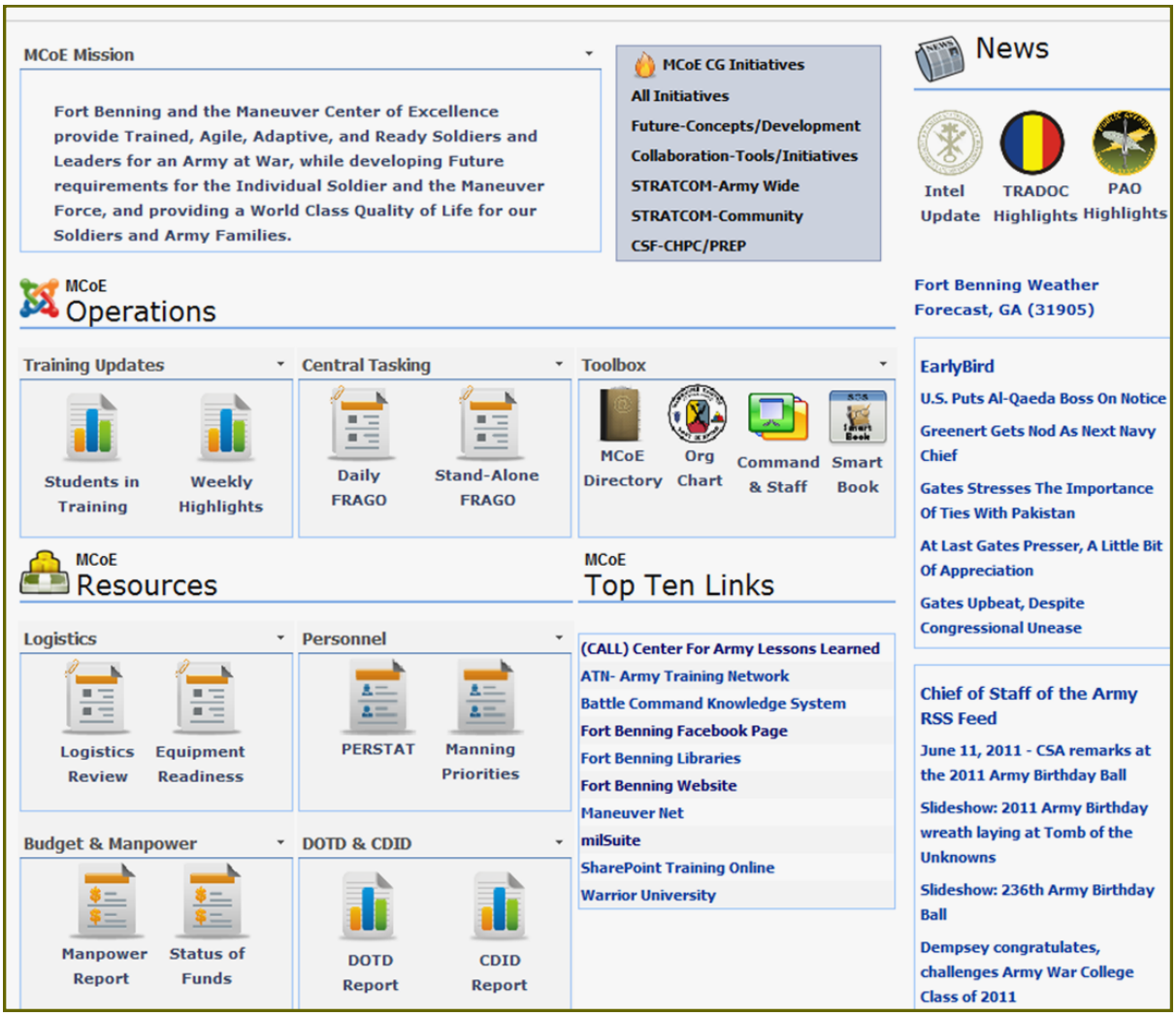
Maneuver Center of Excellence Report Center

Ruth Adams, Strategic Knowledge Solutions (Contractor)



The Maneuver Center of Excellence (MCoE) has deployed its answer to a one-stop shop for high visibility reports called the report center. The report center is visible behind the MCoE firewall but can be accessed by users with a CAC card. Created entirely in SharePoint, the report center was built at no additional cost to the MCoE and is maintained by the in-house knowledge management team.

MCoE users accessing the report center can find reports on logistics, personnel, budget, manpower, training updates, and central taskings. More importantly, they can find all those high visibility reports on one landing page under large, user-friendly icons. In addition, users can link to all the staff, directorates, and brigade landing pages through this one-stop portal.

One of the most viewed features of the report center is the commanding general's initiative tracker. The initiative tracker lists the CG's top initiatives in a color-coded display. The display is similar to a dashboard feature, using red, amber, and green to draw viewer's attention to initiatives that are in progress, need further work, or are complete. To help control the quality and volume of content on the tracker, items are added to the tracker using a formalized process:

1. An item is recommended for inclusion.
2. The G-3, Commander's Initiatives Group (CIG), or Chief of Staff approves the idea.
3. The CG makes the final approval.
4. The CIG or KM team adds it to the tracker.

Data on the tracker can be filtered using SharePoint's out-of-the-box features. In addition, users can put the tracker in "slide view" and print hard copies of information important to them. The desired end-state is that the CG and the entire organization have a method to understand the current status of designated MCoE initiatives.

Our organizations cannot afford to have people waste time searching for important information. If users cannot find what they are looking for quickly, they will become annoyed and they will often give up. The report center is MCoE's strategy to eliminate the frustration that comes when someone is looking for something but does not know where to start.

In the next phase, the report center will standardize the look and feel of the individual staff and directorates landing pages. The intent is to help users by simplifying SharePoint as much as possible in order to promote knowledge sharing throughout MCoE.

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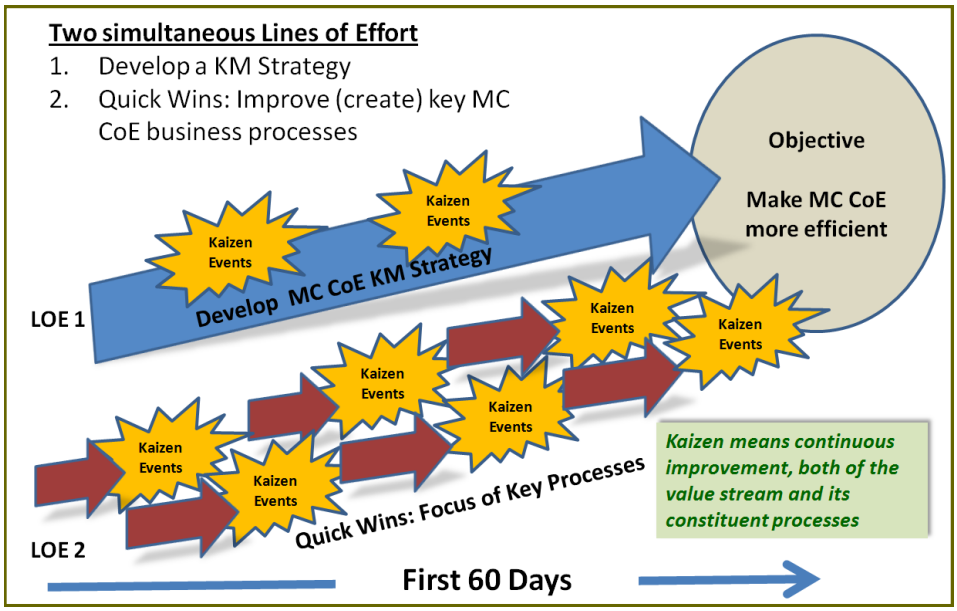
A Two-Pronged Approach for Establishing a KM Program

Ron Bascue, Mission Command Center of Excellence

One of the common characteristics among our organizations is that KM personnel are viewed as problem solvers. One of the other common characteristics is that most people outside the KM section really do not have a firm understanding of what knowledge management is all about. This situation continually puts knowledge managers in the position of not only trying to explain what they do, but also trying to show the value of what they do. If they are unable to clearly demonstrate their value, KM organizations run the risk of being tapped to perform a myriad of miscellaneous tasks that other, "more valuable" organizations can't be spared to perform.

When discussing the establishment of a KM program most authors will advocate basing all future efforts on a KM strategy that establishes long term objectives for the organization, usually aimed at improving organizational effectiveness. A precursor to a KM strategy is assessment, a process that requires time to observe the organization in action and to study its processes and procedures. This must be followed by a significant amount of analysis. While this approach ensures that KM efforts are aligned with objectives, getting to a fully developed KM strategy takes significant time. And while the assessment and strategy develop process is going on, the parent organization is moving forward while the clock is ticking on the KM organization to show its value.

To address this issue, the Mission Command Center of Excellence (MCCoE) KM team developed a method to provide immediate value to an organization through knowledge management initiatives while ensuring the overall KM efforts are consistent with a coherent strategy to get to specific objectives. Our approach incorporates two lines of effort, one a strategic development effort and the other focused on providing immediate tangible results—a series of quick wins. In this approach, assessment is still a fundamental process that provides the insights into KM needs. The assessment process usually results in a prioritized list of initiatives, each of which contributes to the achievement of the overall KM objectives. However, in many cases there are some smaller common problem areas that would be included in the overall strategy regardless of what the actual specified objectives are determined to be. While the KM team completes the assessments, develops the KM strategy and begins to tackle larger KM projects, it simultaneously tackles a series of smaller KM problems and provides immediate value to the organization.



As you can see in the figure above, each line of effort contains Kaizen events, which are intense problem solving sessions involving a team of experts designed to improve a particular process. In our standard Army language they are somewhat analogous to a traditional tiger team.

All of this makes sense, but what's the process involved and how do we show value? There are a number of ways to approach Kaizen, but in simplest terms, Kaizen is nothing more than a problem solving process. We decided to borrow the define, measure, analyze, improve, and control (DMAIC) framework from Lean Six Sigma and lay the process out across a specified time frame that we could routinely repeat once a week.

Monday: ***Define.*** Identify the topic area and define the problem. This could be something as simple as wanting to reduce the amount of email, establishing an email protocol, or refining an existing process. The key is to clearly define what you want to solve and what you are not going to solve; in other words, scoping the problem. Keep the problem small enough so it can be addressed and solved within the timeframe you are working with. Also important during this stage is to make sure you have leadership buy-in to what you want to accomplish. This doesn't mean that you have to have the commander of the organization champion every effort. What it does mean is getting the support of the appropriate level of leadership who can break down barriers and organizational resistance when it occurs. If you start off with smaller problems and demonstrate success, word will get out and you can move on to tackle larger and larger problems for the organization. Once you get the approval of the leadership, you need to identify who the stakeholders are in the problem and assemble the team of people that will assist you with the problem. Make sure to in-

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A Two-Pronged Approach for Establishing a KM Program

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clude representatives from sections impacted by the problem and those who might be able to help fix the issue, such as the IT section. The team needs to be informed of the problem definition so they are prepared to assist.

Tuesday: ***Measure.*** Refine the scope of the problem and define how your efforts are going to make a difference. They key is to identify what the current baseline performance is in measurable terms, for example, a process takes four days to perform. The next step is to define what the improvement is going to be, for example, reducing the time from four days to two days, a 50% reduction. This should be treated as a goal. The most important thing is that you define what is going to be improved and what the measurement is going to be. This will ultimately allow you to communicate value in clear terms.

Wednesday: ***Analyze and Improve.*** During this step, the team studies the problem to clearly understand what is currently going on. The focus is identifying the root causes behind the issues at hand, looking beyond the mere symptoms. If the team is analyzing a process, one of the best tools to use is a simple flow chart or process map. By mapping out how a process is actually occurring (not necessarily how it is supposed to be occurring) and all of the steps involved, the team may be able to identify unnecessary steps or bottlenecks in the process. Then it is a matter of devising ways to streamline, remove barriers, change rules or SOPs, or possibly implement a technology tool to make things move more quickly.

Thursday: ***Implement.*** Once the basic solution is designed, the team needs to reengage the organizational leadership to gain their concurrence and support for the solution. This serves two purposes. First, if the leadership approves the solution, they can direct the staff and subordinate organizations to support the implementation and remove any existing barriers. Of course, this also provides the leadership an opportunity to provide the team guidance to refine the solution prior to implementation. Second, if the developed solution requires IT support, gaining the leadership's concurrence helps the project receive the appropriate consideration as the IT section prioritizes its own work efforts. Once the solution is approved and developed, the team provides oversight and assistance to implement the solution across the organization. The most elegant KM solution will be utterly useless unless the organization's personnel know how to use it. Therefore, the KM team is responsible for providing the necessary training or briefing instructions required by all impacted personnel.

Friday: ***Control.*** After the solution has been put in place, the team monitors the usage of the solution and its overall impact. Monitoring may reveal problems with the solution that should be incorporated in future refinements. Additionally, it may also reveal that personnel are not complying with the new procedures or processes due to lack of training or simply the natural resistance associated with change. If these are encountered, the KM team must conduct the appropriate training or take the necessary steps to gain organizational acceptance of the new KM solution.

The one-week timeframe for completing the DMAIC process is completely demonstrative. Some projects within the Mission Command Center of Excellence have fit nicely into this timeframe, while others have taken much longer. The key is to establish a rhythm for change that works for the unit. Regardless what objectives are included in the long-term KM strategy, there are usually some obvious problems that need to be fixed and can be readily identified. The DMAIC framework provides a practical structure to create a series of KM quick wins that can be independent of the long term KM strategy, and can also support it as it develops.

Knowledge Leadership

Dr. Mike Prevou, Strategic Knowledge Solutions (Contractor)

Have you ever noticed how discussions about knowledge management quickly devolve into talks about technology? Is this because we don't understand KM and the human dimension requirements or because we see technology as a tangible item that we can touch, count, tinker with and manage? As I talk with leaders in organizations I often find they not only have trouble defining KM in relation to their organizational objects, they also have trouble defining their role and what being a knowledge leader knows and does in an organization. Here are some ideas that have helped me have meaningful conversations with leaders across the force.

First and foremost I talk not about knowledge management but about managing the knowledge environment to enable the effective flow of knowledge throughout an organization. The knowledge environment has several clearly defined components which are tangible and measurable and they can be designed in support of an organization's mission. The knowledge environment includes substantially more than the commonly mentioned people, processes and tools. One of these additional components is leadership. Knowledge leadership affects the other components and is often the single point of failure in a unit's ability to collaborate and share effectively. When the boss doesn't get it, it is unlikely KM, let alone collaboration, will be a priority.

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Knowledge Leadership

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If all other components of the knowledge environment are perfectly balanced but no effective knowledge leadership exists, the frustration and lack of resources will quickly grind any KM initiative to a halt. Knowledge leadership does not have to come from the top. In many cases, I have seen it come from the middle or a grassroots level. Unfortunately, significant obstacles to effective collaboration may also come from the middle levels of our organizations. Middle managers are often the ones who don't understand a systems approach, nor the speed and complexity of knowledge flow, and they are too busy to learn or get organized. Grassroots efforts can succeed, but they grow slowly, and they will certainly fail if they are crushed by bureaucracy.

Good knowledge leaders do not need to use every system. In fact, as I visited leaders from over 20 different organizations, I discovered that few of them personally use organizational KM tools; they have staffs that use them and that is where their real value lies. However, leaders should find ways to make sure the available KM tools are used. For example, rather than conducting a weekly briefing with PowerPoint, why not direct the staff to brief directly from the organizational knowledge system? Instead of planners developing an OPORD and emailing it for changes and concurrence to 50 different people, demand they use collaborative tools and build it on line together. This is what is meant by setting the example… not being the expert in SharePoint.

Here are a few more things leaders can do to improve collaboration and KM implementation in their organizations:

Make collaboration and sharing a top priority and put it on the agenda. Dedicate a part of every meeting to the sharing of ideas and innovation. Leaders must facilitate this exchange. Good knowledge leaders should dedicate 1/3 of their meetings to cross-boundary sharing.

Build a guiding team for KM initiatives. Find the early adopters and put them on the team. Highlight their efforts and reward their successes. Acknowledge their failures, and be sure to identify the lessons learned from those failures and share them.

Create an obligation to share. Make people accountable for sharing. Counsel those who hoard knowledge, and reward those who regularly share and learn from others. To establish a culture of collaboration means changing behaviors.

Enable action by putting tools in place. Tools do not equal technology alone. The right tool is sometimes a more effective meeting battle rhythm, a stronger network of working groups or a better venue to bring people together to collaborate. Resource the right people and the right processes to enable sharing.

Establish and communicate a knowledge vision, allowing the organization to:

- Develop knowledge leaders in the organization. People at the middle level of the organization are the ones who set the tone for the culture of collaboration. They must be thinking "who else needs to know this" all the time. Shine the spotlight on them when they effectively enable knowledge flow. Successful development requires education and training. The #1 reason most people do not adapt is they do not have the knowledge and skills required to operate within a new process or use a new tool. Create an expectation of continuous learning, and promote those who do.
- Globalize knowledge. Make sure critical knowledge is visible or available to everyone in the organization. This is as much about transparency as it is about knowledge transfer.
- Manage conversation. Make sure collaboration is done up front, not on the back end of a project or a process.
- Enable knowledge activists. Seek out the people who get it and let them run with the ball.
- Manage change processes. Establish a deliberate process to manage the change that accompanies knowledge management initiatives. It is too important to leave to happenstance.

Leading and managing the components of the knowledge environment should be no more difficult than leading and managing other functional areas. Everyone should be practicing KM, but leaders set the tone and the priorities. If what the boss checks is important, then maybe doing a few of the items listed here will create momentum and lasting change.

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Portal Management Requirements and Best Practices

LTC Jason Jones, 101st Airborne Division and Andrea Hughes, Strategic Knowledge Solutions (Contractor)

Before the 101st Airborne Division's recent deployment to Afghanistan in 2010, the garrison NIPR and SIPR portals were infrequently used by the majority of the units and staff. Many sites had been untouched since their creation and the storage area network (SAN) was the working site for most brigades and battalions. On NIPR, the primary garrison network, units have limited permissions for running their own sites. This is a function of NEC owning the hardware and their requirement to protect the intranet due to its connection to the larger internet. The limited permissions were not a problem then, due to the limited amount of time and effort that was being put into it on the unit's end. While the units were deployed, they could not rely on the SAN to reach across to other forward operating bases throughout Afghanistan, so they learned to conduct operations using the portal.

As these units return home from Afghanistan, they are ready to dive back into the portal just as they did there. Now the problem arises: units were used to having full permissions and managing almost every aspect of their site in Afghanistan, but are restrained on their primary garrison network by division and NEC rules. Brigade control of portal sites worked well in Afghanistan because the classified network was closed to outside (non-ISAF) users, their portals existed on hardware they managed and changes to their portals did not affect other units or the integrity of the regional portal. If something went wrong and an error occurred, it only affected that unit. Once they return to home station, they lose the ability to manage their unit's NIPR portal site. NEC owns the portal and the hardware.

It is understood that the division G6 and KMO will not be available to the units while deployed like they are at home station. Keeping with the "train as you fight" mentality of the Army, the decision was made to give brigades the permissions they need to run their own sites. Under this policy, it is a unit's responsibility to manage its own portal while in garrison. Before the brigades were given permissions, the KMO and G6 worked together to develop requirements and best practices that need to be followed for the portal. These requirements ensure that the individuals that are granted permissions have the training and certificates needed to run their portals.

Certification

The Department of Defense states that portal administration is an information assurance training level 1 function and requires administrators to have at least an A+ certification. A NET+, Security +, CISSP or higher security certification also meets this requirement. A second requirement is a computing environment certification. Since some permissions were given to individuals before these requirements were established, those personnel have a six month period to show proof of SharePoint certification. After 1 January 2012, certification will be required before any permissions are granted.

Training and Appointment Orders

The final two requirements are ones that have been determined by the Division G6. Users that want portal administration rights must go through a course that is taught by the division's G6. The course covers the best business practices and procedural requirements for portal management under the 101st Airborne Division. The final requirement is a memorandum signed by the brigade commander appointing that individual the additional duty as the portal administrator.

Best Business Practices

Best business practices are suggestions that the division G6 and KMO have established to help units with information flow and portal management. These suggestions will likely evolve over time and include practices that others have found useful. The best business practices the KMO and G6 developed cover permissions management, navigation and content management. These are only a few that a unit or organization could follow, but they are the ones that were deemed the most important for this purpose.

The majority of the users that request permissions know that permissions are set up as a way to protect the content and sites that are placed on the portal. These protections include data corruption, data loss and individual access. Permissions help regulate which individuals have rights to make changes, add or delete folders, modify content and view certain folders. At different levels of the permission management hierarchy, there are different responsibilities assigned to individuals. Higher level permissions allow users to manipulate a site's layout, manage lower lever permissions and protect folders that need to be restricted to only a select few. Permissions to sites that contain personally identifiable information (PII) and the ability to modify existing permissions should be protected and limited to only a trusted few.

The second best business practice the KMO and G6 emphasize is site navigation. It is important to map out a site and plan its web parts before building a portal. The portal is a working site and has an audience that consistently visits the site for information and references. When mapping out the site be considerate of the end user. Remember to stay consistent in the navigation scheme, to place links in a sequence from either top to bottom or left to right and to place like items together.

The third best business practice is to consider the content of each page. First, try to keep a consistent look and feel when navigating from one page to another. Users should know where to go and how to navigate the pages that have been built for the unit. Second, the minimal requirement established by the division KMO is to have a contact list at the top of each page for that unit or section. This allows a user to go to that unit's or section's page and grab contact information quickly. And finally, consider the download time when you are creating a page. Keep each page

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Portal Management Requirements and Best Practices

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no larger than 50 kilobytes to accommodate different connection speeds.

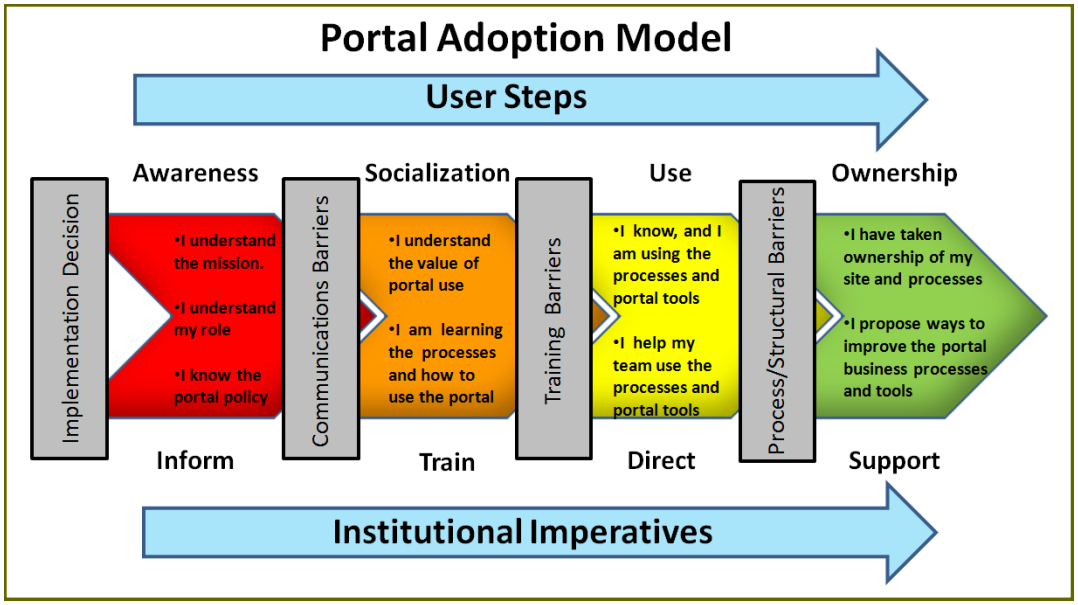
The final best business practice that the division established relates to content management. The goal is for units to only keep up-to-date and relevant information on the portal. Once information is outdated it should be moved to an off-portal location. By moving information that is no longer relevant you free up space on the portal, speed up page load times and make it easier to search for the most current version of a document. If the portal and unit sites are easy to navigate and information is easy to find, more users more likely to rely on them as a working sites.

Safeguarding PII and sensitive documents is another aspect of this best practice. Information such as social rosters, medical information and social security numbers are just a few types of PII that must be protected by either a password or security group. These two methods can ensure that only those with a need to know can access the information. Keep in mind, however, that personnel with elevated portal permissions may be able to access permission-restricted content on your portal.

Portal management, best business practices and operational employment of the portal are constantly evolving. As time goes on, user requirements will change, requiring new features and functions for the portal. As these changes and issues arise, we will work to adapt the portal to support the needs of the commands.

Overcoming Barriers to Knowledge Portal Adoption

Steve Parsons, Strategic Knowledge Solutions (Contractor)



The Army has become very "portal-centric." The mantra of most battle rhythm events is "hang it on the portal," or "this effort is going to be portal-centric." The Army spends millions of dollars each year to provide knowledge portals on multiple networks and at multiple echelons from company to Department of the Army level. But, the reality of the matter is portal presence does not equal portal usage. In many ways knowledge portals are like the exercise equipment found in of our bedrooms -- fixtures upon which to hang stuff at the end of the day.

Why then are most units not portal-centric? Certainly most Soldiers and members of our civilian workforce have computer skills and experience with applications like Facebook that are very similar to SharePoint, our most commonly used knowledge portal software. My experience suggests that the primary barriers to portal adoption are a lack of awareness of portal policy and a lack of training on the critical skills needed to use the portal and integrate its use in an organization's daily processes. I have learned that once a portal policy is clearly articulated and implemented through effective portal governance, and after users and leaders are trained on the skills needed to effectively use a portal, they will embrace the benefits of portal use and begin to integrate portals into their daily operations. As individuals and teams become more familiar with the advantages of collaboration and knowledge sharing on the portal, and as the fear of losing control of their processes and access to their data subsides, organizations begin taking ownership of their sites and find new ways to take advantage of the tools available to them by the Army's large investment in portal software.

The portal adoption model presented here shows the steps involved in portal adoption based on my experience as a Knowledge Management Advisor at the XVIII Airborne Corps. The barriers to portal adoption, shown in gray boxes, constrain adoption and explain why most units don't use their knowledge portals and rely on resources, like the Knowledge Man-

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Overcoming Barriers to Knowledge Portal Adoption

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agement Office to provision their sites, grant permissions, even upload documents into document libraries for them. Portal adoption ultimately relies on organizations taking ownership of their sites. To get to the ownership stage they must: 1) understand the organizational policy regarding the portal; 2) understand the potential value of portal use and overcome the fear of losing control of their processes and data; 3) become trained in the skills needed for portal use; and 4) use and integrate portal use into their daily processes.

The first step in the process of informing the organization is the decision to implement a knowledge portal and the establishment of effective governance. Because knowledge management is a commander's program, much like safety and the budget, it is important that the commander articulate a vision of portal use and approve governance that will enable that vision. A good governance plan will place ownership responsibility on the subordinate elements, provide the resources for successful adoption, and establish metrics or measures of success. Governance should also identify the skills individuals need to successfully use the portal and how those skills are to be obtained. Information about the portal and permissions required to access appropriate portal sites should be part of the integration or on-boarding process for new (or returning) personnel. It is key to show how the portal fits into the successful accomplishment of the unit's mission. Armed with this information, the communications barrier is breached and socialization and training can effectively begin.

Once the foundation is laid for portal adoption through an effective information campaign, the socialization and training process begins. Failure to provide training and an understanding of how the portal can be used to accomplish the mission more efficiently is one of the most common reasons for a lack of portal adoption. The Army spends millions of dollars to provide hardware and software for portal operations. Yet, portal adoption is constrained because of a lack of investment in effective portal training. Civilian industry plans on using 25 percent of their knowledge portal budget on training for users, supervisors, stakeholders, and portal administrators. Part of the training challenge is placing responsibility on the individual to do their part. The Army provides internet-based portal training via Skillsoft and LandWarNet. Most units have SharePoint training integrated into their portals. Microsoft and other software providers provide a wide range of free training, which is only a Google search away.

Socialization of the portal policy facilitates the training process. Leaders must set the example and support the commander's portal policy. Providing discipline to the system is as important as providing the skills to accomplish the commander's intent. It defeats portal adoption efforts when leaders implore their units to become portal-centric, then continue to manage with email and desktop-centric processes. One particular portal-centric military organization says the origin of their success was the commander's first clear statement of his portal policy, "You can be a portal zealot, or a portal martyr – your choice" (paraphrased). With laser beam focused policies like that, users will get trained.

With effective portal training comes an understanding of how the tools can help accomplish the mission and share information more effectively in the process. Training must include the critical individual tasks, as well as the advanced training for "power users" that will administrate the sites and demonstrate the capabilities of the portal once the architecture and software features are fully understood and implemented. Good governance addresses the portal structure, how sites are structured, as well as how information and knowledge are labeled for easy discovery and use. A good understanding of governance, the portal's structure, and the capabilities of the software allows users to take full advantage of the portal while expanding portal use by recommending (or demanding) changes and improvements.

Portal use is increased by active leadership that recognizes excellence, while encouraging those that are lagging behind. Well placed praise from a key leader and friendly competition between sections within an organization will drive units to push the limit and demand new feature and tools from the KM and information management teams. A key indicator that a section has taken ownership is when they take the KM staff to task for making changes to their site features or permissions. Section site ownership frees the KM staff to provide advanced training, develop new tools for site owners and find ways to develop the advanced features of the portal software.

Site ownership is the best indicator of portal adoption. KM office ownership and management of section sites is an indication of a poorly used knowledge portal. Active ownership of the portal sites by units or sections is an indicator of a well used knowledge portal. Site ownership is a lofty goal, but one that is attainable with good governance, a strategy to inform and train users and leadership that places responsibility on sections and their leaders to take full advantage of the large investment in and tremendous potential of knowledge portals.

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First Ever Full Spectrum Operations (FSX) KM Lessons Learned

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there are some simple TTPs and tools to do this. Below are some of my insights:

1. The "seven minute drill" is a systematic tool that the KMO (in support of the Chief of Staff) can use to aid in the development of the battle rhythm long before the mission begins. In this process, each staff section is expected to describe and defend its place in the battle rhythm in no more than seven minutes.
2. The KM rehearsal, although still somewhat conceptual, is an opportunity for the working group and board facilitators to backbrief the Chief prior to execution on the concept of operations for the working groups and boards for which they are responsible.
3. Ongoing assessments and feedback to the Chief of Staff is an important function for the KMO.
4. The most effective working group and board facilitators were the ones that used the quad charts developed during the seven minute drill to guide their meetings. This kept them on task and ensured accountability for attendees as well as critical inputs and outputs (knowledge sharing).
5. CPOF should not be the only tool to create shared understanding across the division staff.
6. Having only two personnel in the division KM section is simply not enough people to be effective.
7. The KMO's job isn't complete until AARs are completed, and the content from the mission is accounted for.

At the end of the exercise, besides being relieved it was over, I was able to look back and draw some conclusions about knowledge management that prior to the exercise I was unable to do. First, KM is a vital enabler in the execution of mission command at the division level. The KM section has a direct impact on decision making if the right tools and processes are in place and in alignment within the organizational structure, and the staff knows how to use the tools. Secondly, knowledge management is everyone's responsibility. The Chief of Staff has overall responsibility for KM, but the KM section ensures the enablers are developed enough to support the Chief of Staff's job to synthesize the staff through the battle rhythm process. This enables effective decision making and creates the necessary shared understanding to achieve a position of relative advantage over the enemy.

Note: The final 35th ID KM AAR can be found on KM Net at the link below.

35th Infantry Division FSX KM Lessons Learned:

https://forums.army.mil/SECURE/CommunityBrowser.aspx?id=1612874

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