

# CONNECTED

Army Operational Knowledge Management

Fall 2008

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## JOINTNESS IN KM TRAINING—A WAY AHEAD

From relief operations to full-spectrum combat, rarely will any one service of America's armed forces find itself operating alone. Sharing knowledge, adapting tactics and learning faster than our adversaries are critical to successful military operations.

Knowledge management trainers recognize the importance of KM and are helping pave the way to integrate KM principles across the services. They will gather at a Joint KM Trainers Workshop, October 27, prior to the 4<sup>th</sup> Annual AOKM Conference. During the workshop they will search for ways to raise awareness of the importance of KM and to develop commonality in how the services conduct KM training.

"KM trainers are already helping their organizations and units adopt processes to



AOKM Training for members of the National Guard Bureau

share, create and apply knowledge," said **John Wright**, BCKS contractor and Team Lead, Training, Education, and Professional Development. "We just want to help each other do it better, smarter and faster."

"It is important for us all to figure out ways

*(Continued on page 5)*

## KM SUCCESS STORY

**Action:** A COIN Forum member with a Police Mentor Team in Afghanistan queried the Forum for any resources to test the launchers for RPGs. In the Afghan National Police, five RPGs had exploded as they were fired, killing at least one gunner and injuring others.

### Result:

- 53 Forum members responded, including one General Officer.
- An improved Training Support Package and new launchers were issued at all Regional Training Centers.
- A USASOC Safety Bulletin was issued, and improvements were made in other RPG training and safety programs. 17 Jan 08



Photo courtesy of U.S. Army



"SHARE WHAT YOU KNOW, FIND WHAT YOU NEED"

## KM FIELD MANUAL AND HANDBOOK ARRIVE

The post-9/11 challenges that confront our nation demand a military capability that can rapidly access information, transfer knowledge and win the learning competition with 21<sup>st</sup> century adversaries. “The side that can learn faster and adapts quickest is usually the side that prevails.”<sup>1</sup> By providing Soldiers and leaders with the knowledge creation and sharing tools to learn, adapt and win, KM programs and services help Soldiers save lives.

The Army published its *first* KM doctrine manual in August 2008, and expects its *first* virtual KM Handbook to go live this fall.

FM 6-01.1 “Knowledge Management Section” discusses KM principles, processes, techniques, and tools. The FM is designed for the KM sections in Army headquarters from brigade through corps, and for commanders, staffs, and leaders of the organizations that are responsible for KM in operations.

FM 6-01.1 describes the “why” and the “what” of effective knowledge flow for those who have it to those who need it.

KM is a structured approach to harness Soldier experiential knowledge in order to give commanders a tactical advantage on the battlefield. In essence, KM is a force multiplier. Soldiers learn to directly facilitate experiential knowledge transfer between Soldiers within the force, both online and offline, using a variety of techniques. They learn to train others as well.

The virtual version of the KM Handbook

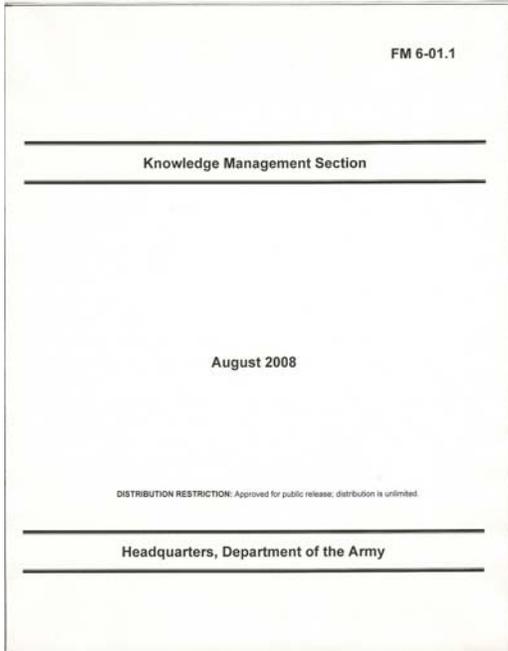
is the practical “how to” follow-on manual to the KM FM. On demand, Soldiers can retrieve just-in-time learning – information relevant to the current task – instead of downloading the entire Handbook. Soldiers can rapidly “cut and paste” specific online content to build virtual documents to use in teaching a class, or other training/instruction.

This virtual Handbook enables quick and easy updates, and is an innovative way to exchange and disseminate KM training, TTPs, and best practices. Content in the Handbook is based on input from the field, from communities of practice, after action reviews and feedback/ personal observations from several Collection and Analysis Teams (CAATs). Finally, it includes the results of student surveys and feedback from more than 28 KM courses conducted since January 2007.

The virtual KM Handbook...

- is an interactive and dynamic delivery method, especially for digital natives.
- focuses on operational KM vs. theoretical/academic KM.
- offers 24/7 access to content that is the most current.
- provides for immediate access through hyperlinks to SMEs, references and tutorials.
- is intended to help the Army improve Soldier readiness, training and performance.
- like Wikipedia, it facilitates universal input, but, unlike Wikipedia, the universe can't update it.
- content can be approved, authenticated and updated in sections, rather than in its entirety. □

<sup>1</sup>Martin N. Murphy, ‘Blue Beret’, Armed Forces Journal April 2007



***The virtual KM Handbook enables quick and easy updates, and is an innovative way to exchange and disseminate KM training, TTPs, and best practices.***

## WHAT'S HOT IN THE BCKS PROFESSIONAL FORUMS

On [Army Safety Net \(https://safetynet.bcks.army.mil/\)](https://safetynet.bcks.army.mil/): [MRAP Safety Issues. \(https://forums.bcks.army.mil/secure/CommunityBrowser.aspx?id=536604\)](https://forums.bcks.army.mil/secure/CommunityBrowser.aspx?id=536604)

Started off by an excellent presentation of the fielding of Mine Resistant Ambush Protected (MRAP) vehicles, this is a superb discussion of the safety issues of the system. In one of the first instances of Joint Safety collaboration, USMC and Army mishap experiences and safety of use messages (SOUM) are rolled up into the documents and contributions. This is an indicator of what will be very common in the near future as the Armed Services consolidate their safety efforts and resources.

If you are not a member of Army Safety Net then select "Become a Member" (<https://forums.bcks.army.mil/secure/CommunityBrowser.aspx?id=340082>)

On [Mounted Maneuver Net \(https://forums.bcks.army.mil/secure/CommunityBrowser.aspx?id=631395\)](https://forums.bcks.army.mil/secure/CommunityBrowser.aspx?id=631395): [Modifying the Operation Order format https://forums.bcks.army.mil/secure/CommunityBrowser.aspx?id=403492](https://forums.bcks.army.mil/secure/CommunityBrowser.aspx?id=403492)



The Combined Arms Doctrine Directorate has begun the process of revising FM 5-0. This revision will increase the scope of the manual from strictly planning and orders production to exercising command and control throughout the conduct of operations. Members of Mounted Maneuver discuss the proposed changes and offer their insights.

If you are not a member of Mounted Maneuver Net then select "Become a Member" <https://forums.bcks.army.mil/secure/CommunityBrowser.aspx?id=69839>

On [Leader Net \(https://leadernet.bcks.army.mil/\)](https://leadernet.bcks.army.mil/): [An Ethical Dilemma \(https://forums.bcks.army.mil/secure/CommunityBrowser.aspx?id=665080\)](https://forums.bcks.army.mil/secure/CommunityBrowser.aspx?id=665080)

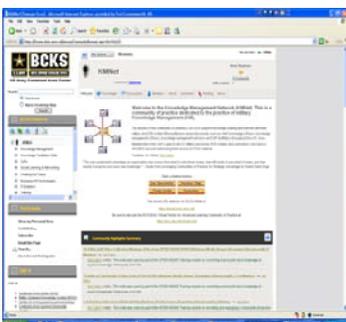
Leader Net provides a forum for all Army leaders to discuss issues, exchange ideas, and share experiences. In this discussion, leaders are posed a hypothetical dilemma regarding the appropriate use of available funds. A number of contrasting viewpoints and opinions are shared based on member experiences.

If you are not a member of Leader Net then select "Become a Member" <https://forums.bcks.army.mil/secure/CommunityBrowser.aspx?id=353165> □

## LINKS TO OTHER KM PERIODICALS

1. [Navy's KM newsletter: http://www.chips.navy.mil/archives/08\\_Jul/web\\_pages/index.html](http://www.chips.navy.mil/archives/08_Jul/web_pages/index.html)
2. [KMCI Journal: http://www.kmci.org/kijournal.html](http://www.kmci.org/kijournal.html)
3. [KM World magazine: http://www.kmworld.com/](http://www.kmworld.com/)
4. [Journal of Knowledge Management Practice \(JKMP\): http://tlainc.com/issue1.htm](http://tlainc.com/issue1.htm)
5. [Systems Thinker: http://www.thesystemsthinker.com/](http://www.thesystemsthinker.com/)
6. [Knowledge Management Review: http://www.melcram.com/products/journals/kmr.shtml](http://www.melcram.com/products/journals/kmr.shtml)

## KM TIP

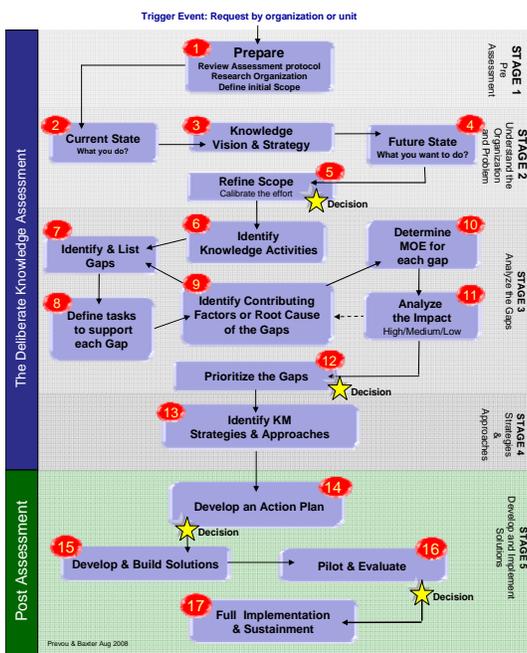


[Everybody Back on your Heads \(https://forums.bcks.army.mil/secure/CommunityBrowser.aspx?id=631448\)](https://forums.bcks.army.mil/secure/CommunityBrowser.aspx?id=631448) In the "2-minute KMer Blog" on [KMNet \(https://forums.bcks.army.mil/secure/CommunityBrowser.aspx?id=341623\)](https://forums.bcks.army.mil/secure/CommunityBrowser.aspx?id=341623) **Dan Elder**, BCKS contractor and Knowledge Management Advisor to III Corps, posts a weekly soundbite of KM principles originally published as part of the STRATCOM from the III Corps KM Cell. In this blog entry, Mr. Elder offers a few tips on how to foster the group interactions and socialization that create a learning environment as our organizations contend with the daily "hustle and bustle" that make it difficult or downright impossible for individuals to have "deep thought, opportunities to reflect, or even to just talk to one-another." □

## KM ASSESSMENTS

Knowledge assessments are conducted to help units get an indication of their health in terms of knowledge flow, knowledge creation and transfer, and ultimately knowledge management processes, strategies, and approaches. A knowledge assessment identifies performance gaps between what a unit can do and what it must do to succeed (performance gap), and highlights the gap between what the unit knows and what it should know (requirements) to perform its mission. A knowledge assessment leads to a knowledge strategy which helps the organization develop KM approaches and methods to close the gaps. An effective knowledge strategy ties to the unit mission and will integrate and balance people, processes and technology within the unit.

### Knowledge Assessment Process



BCKS has developed a Knowledge Assessment Process to help a unit move from its current state to a future desired knowledge state. A knowledge assessment seeks to answer the driving question: "If successful, what will the unit know, have, or be able to do that it cannot do now?"

An assessment identifies gaps, the causes of these gaps and the impact each gap has on the organization. The assessment then provides a means of outlining measures of effectiveness and priorities for addressing

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## WEB 2.0

What is Web 2.0? This term is often used and often misunderstood. In fact, there are multiple definitions that try to define Web 2.0. One Wikipedia definition says Web 2.0 is a "term describing the trend in the use of World Wide Web technology and web design that aims to enhance creativity, information sharing, and, most notably, collaboration among users." Another definition claims "Web 2.0 is the business revolution in the computer industry caused by the move to the Internet as a platform, and an attempt to understand the rules for success on that new platform." (Tim O'Reilly, <http://radar.oreilly.com/2006/12/web-20-compact-definition-tryi.html>)

This article will discuss it in the context of what it represents. Web 2.0 is easier to describe when it is used in conjunction with the terms RIA (Rich Internet Application) and AJAX (Asynchronous JavaScript and xml). Web 2.0 represents a trend or shift in Web consumer's habits from focusing on content created by expert tools, such as FrontPage and Dreamweaver, to consumer generated content using RIA. Examples of

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*Connected* is published quarterly by the Battle Command Knowledge System (BCKS), the lead agent for the Army Operational Knowledge Management (AOKM) proponent, headquartered at the Combined Arms Center, Fort Leavenworth, KS. *Connected* disseminates AOKM news, TTPs and best practices, and is a forum for expressing original, creative and innovative thought about knowledge management.

Information provided is intended to help the Army improve Soldier and unit readiness, training and performance. Contents of this publication are not necessarily the official views of, or endorsed by the U.S. Government, the Department of the Army or the U.S. Army Combined Arms Center and Fort Leavenworth. Links throughout *Connected* will work if you have an active Internet connection. Otherwise, you will need to copy and paste the URLs provided into your browser. Some links require AKO (Army Knowledge Online) access.

Send submissions and suggestions for this publication to *Connected*, BCKS, 627 McClellan Ave., Bldg. 43, Ft. Leavenworth, KS 66027; or via e-mail to [leav-bcks-webmaster@conus.army.mil](mailto:leav-bcks-webmaster@conus.army.mil). We're on AKO/DKO. See us at <https://bcks.army.mil> Staff: Bill Ackerly, Sherry Happel. Phone: (913) 684-6383 Fax: (913) 684-6352

"SHARE WHAT YOU KNOW, FIND WHAT YOU NEED"

## CALL FOR ARTICLES

Are you a KM professional or someone who's just getting involved with KM...would you like to share a KM experience, Best Practice or TTP with the other Soldiers? [Submit an article](https://www.us.army.mil/suite/doc/12911887) (<https://www.us.army.mil/suite/doc/12911887>) for publication in *Connected*. KM is all about sharing and exchanging knowledge, and *Connected* can serve as your platform for doing that.

This is an opportunity for you to discuss your experience with KM and how it helped you or your unit save lives, time or money; prevent injuries; or improve training, a process or a procedure. Many people would have the opportunity to read your article in *Connected* and it would also be preserved in archived copies of *Connected* that will be available online.

Whether you'd like to contribute an article or suggest a topic for *Connected* to cover, we hope to hear from you soon at [leav-bcks-webmaster@conus.army.mil](mailto:leav-bcks-webmaster@conus.army.mil)



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### JOINTNESS IN KM TRAINING (CONT)

to leverage the full force of KM, to rapidly disseminate and exploit knowledge gained from operating forces so that we can assist the education and training of deploying units and inform our training of new joint capabilities,” said **Wendell Turner**, USJFCOM Standing Joint Force Headquarters (SJFHQ) Operations Division Knowledge Management Officer.

Workshop Topics will include:

- How to develop KM Training
- Metrics to measure KM Training
- KM Battle Rhythm
- Additional ways to learn, such as Distant Learning Techniques
- KM Training Best Practices
- Develop a KM survival guide

“We hope to continue the dialogue we [KM trainers] started earlier this summer at a pre-workshop meeting at Fort Leavenworth. It’s important to develop a common joint dialect in KM, and to agree on terms and goals,” said Wright.

“We must find a common purpose and interest in finding solutions to support the war fighter, using both the Art and Science of KM for innovation, collaboration and the sharing of ideas through whatever means is avail-

able,” said **Scott Thon**, USSTRATCOM Chief Knowledge Officer.

The workshop will afford an opportunity for KM trainers to better understand what other practicing KM trainers are teaching, and try to find common ground – and gaps – in KM training. Participants will share information about their training staffs, courses, programs, challenges and technology issues.

Wright said another possible workshop goal will be to establish an instructor exchange program through which KM instructors can attend other service KM training sessions to learn Best Practices and TTPs firsthand.

Hosted by BCKS, the 4<sup>th</sup> Annual AOKM Conference will meet in Kansas City, October 28-31. The theme of this year’s conference is “Enabling Joint and Interagency Knowledge Superiority.” □



U.S. Army Photo

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## KM ASSESSMENTS (CONT)

the gaps. After conducting an assessment, the assessment team will develop and recommend KM strategies and approaches to close the gap. An action plan with practical and operational solutions, along with a pilot and evaluation recommendations usually follows the assessment.

The Knowledge Assessment, like the mission analysis phase of the Military Decision Making Process, ensures a unit identifies the right problems and considers all the relevant facts, assumptions, and current available information before looking at solutions.

The knowledge assessment looks at a unit's current and future state and answers five basic questions:

- What do you need to accomplish?
- What do you need to do to accomplish it
- What do you need to *know* to accomplish the task?
- What obstacles exist that prevent this from happening?
- What are the KM solutions that resolve/mitigate those gaps?

This knowledge assessment methodology has been piloted on a number of Army organizations including: US Army Pacific and Army Medical Command. To support organization, four types of knowledge assessments are under development at BCKS. Each type will be highlighted in future articles. □

For more information about knowledge assessments, visit [BCKS Training Page "Request a KA."](https://www.us.army.mil/suite/page/297597) (<https://www.us.army.mil/suite/page/297597>)

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## WEB 2.0 (CONT)

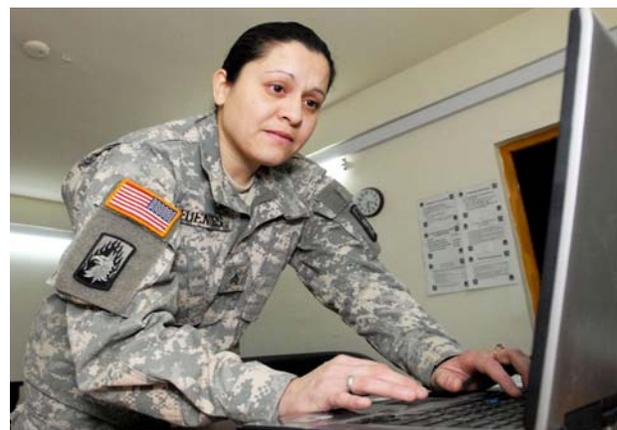
Web 2.0 innovations are blogs, wikis, forums, and social networking.

RIA represents a trend in changing requirements from static Web applications to interactive Web applications. RIAs are similar to desktop applications and simplify the creation of content for the consumer. The goal is to increase consumer engagement by generating content creation tools that are simple, intuitive, and more interactive. Examples of some of the many RIAs found on the Internet are Gmail, Google Groups, Yahoo Pipes, Flickr, Gcalendar, and the Zimbra Collaboration Suite.

AJAX represents an architectural trend to support the requirements of RIA. Basically this architecture lets the consumer's computer do more of the work required by the RIA, rather than the server, thus allowing for richer, more responsive functional Web applications for the consumer to use. Examples of technologies found in the AJAX architecture are XML, XHTML, CSS, XSLT, asynchronous data retrieval with XMLHttpRequest, and JavaScript to integrate the technologies.

In a nutshell, Web 2.0 encompasses many innovations, concepts and philosophies that have their roots in the World Wide Web to include Social Networking, Wikis, Blogs, Folksonomies, RSS, Mash-Ups, Microformats, open source, open content, file sharing, instant messaging and Forums. All of these are built on the underpinning technologies that make up RIA and AJAX. □

For more information about Web 2.0, visit [Web 2.0](http://www.oreillynet.com/pub/a/oreilly/tim/news/2005/09/30/what-is-web-20.html?page=1) (<http://www.oreillynet.com/pub/a/oreilly/tim/news/2005/09/30/what-is-web-20.html?page=1>)



U.S. Army Photo