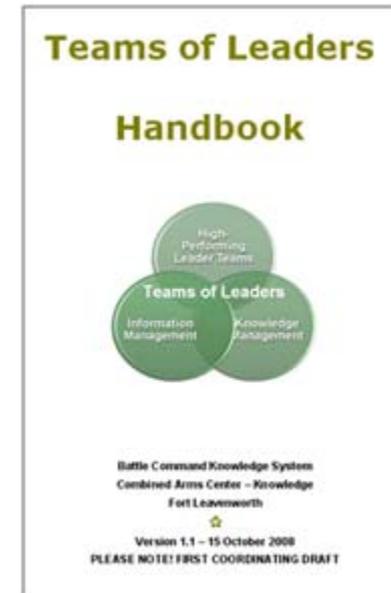


Army Operational Knowledge Management Conference  
Battle Command Knowledge System  
Combined Arms Center



# Developing Networked Teams of Leaders for the High-Performance Learning Organization

Dinner Keynote - 29 October 2008



Mike Prevou



Jeff Stamps & Jessica Lipnack



**“11 men—one mind...”**



**Shared:**

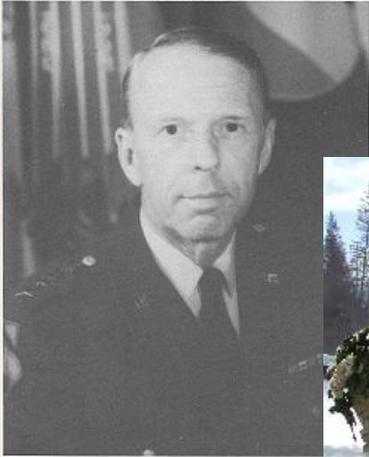
**Trust**

**Purpose**

**Competence**

**Confidence**

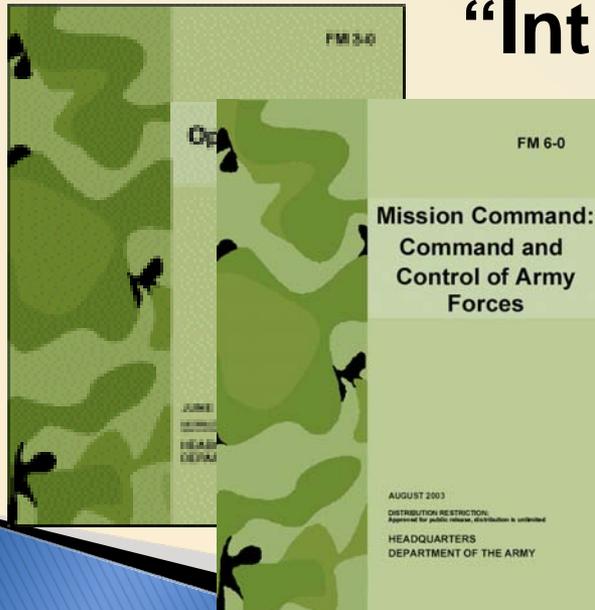
**“11 men—one mind...”**



**Shared:**  
**Trust**  
**Purpose**  
**Competence**  
**Confidence**

**“Intuition”**

**“Mission Command”**

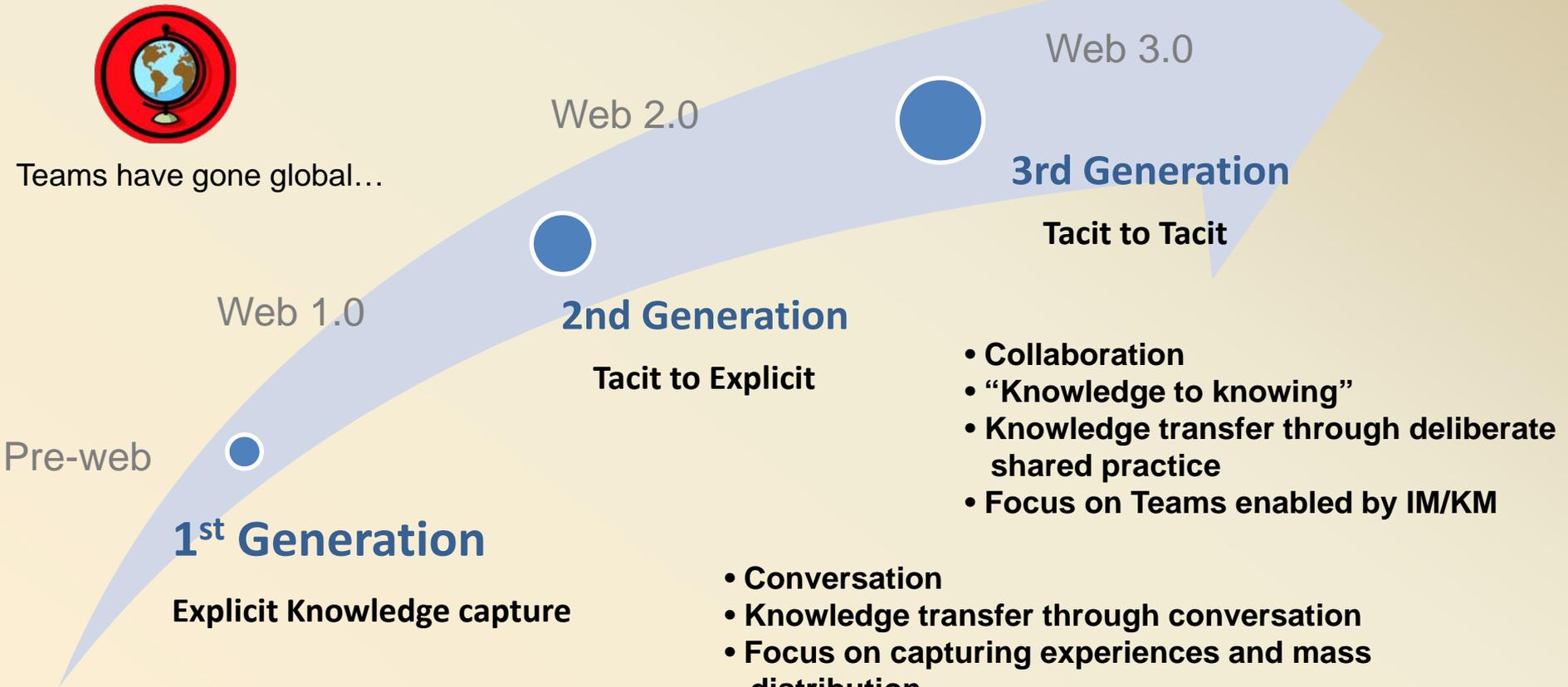




# Evolution of KM-IT-Advanced Learning



Teams have gone global...



Web 1.0

Web 2.0

Web 3.0

Pre-web

## 1<sup>st</sup> Generation

Explicit Knowledge capture

- Knowledge as an artifact
- Heavy IT focus
- Data and information management

## 2<sup>nd</sup> Generation

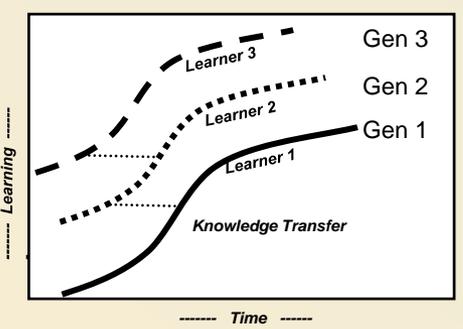
Tacit to Explicit

- Conversation
- Knowledge transfer through conversation
- Focus on capturing experiences and mass distribution
- Community focus

## 3<sup>rd</sup> Generation

Tacit to Tacit

- Collaboration
- “Knowledge to knowing”
- Knowledge transfer through deliberate shared practice
- Focus on Teams enabled by IM/KM



# How Digital Natives Operate

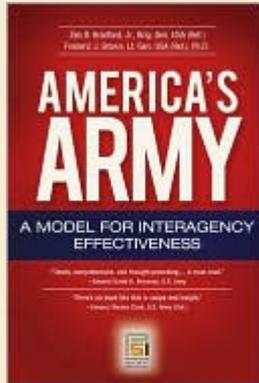
“Data Cloud” of online information and applications



*Most kids have access to these web based collaborative capabilities and use them to create a “common operating picture” with their friends.*



# Teams: where work gets done...



## High Performing Leader Teams have:

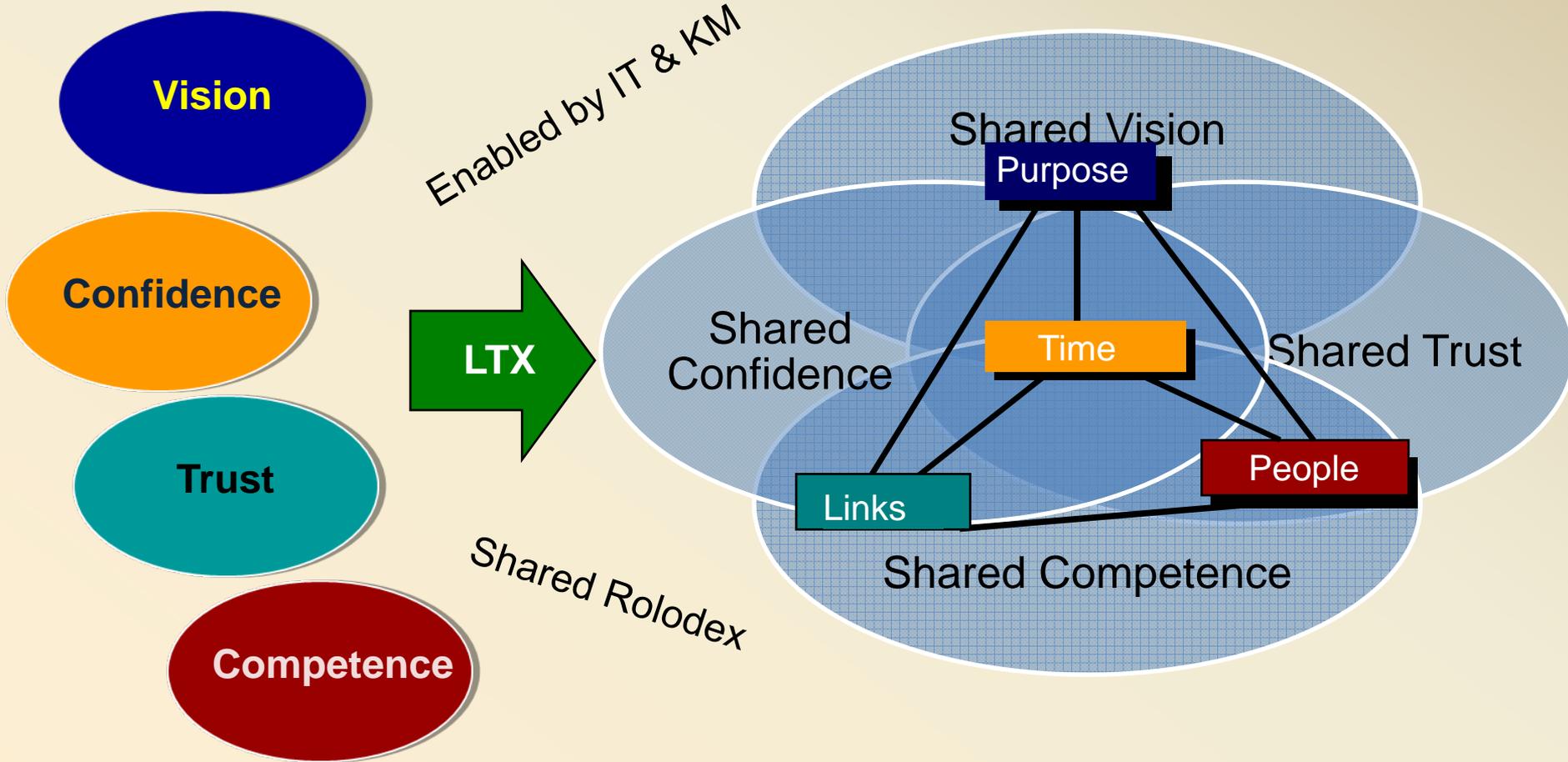
- ✓ Shared Purpose
- ✓ Shared Trust
- ✓ Shared Competencies
- ✓ Shared Confidence

- ✓ High performance enabled by KM & IM
- ✓ The art & science
- ✓ Recognition of the “work around”
- ✓ The ability to connect with expertise
- ✓ Tools to help teams communicate, collaborate, and develop team qualities
- ✓ Integrated with professional forums, unit networks, and structured learning.



**Time = 0      Distance = 0**

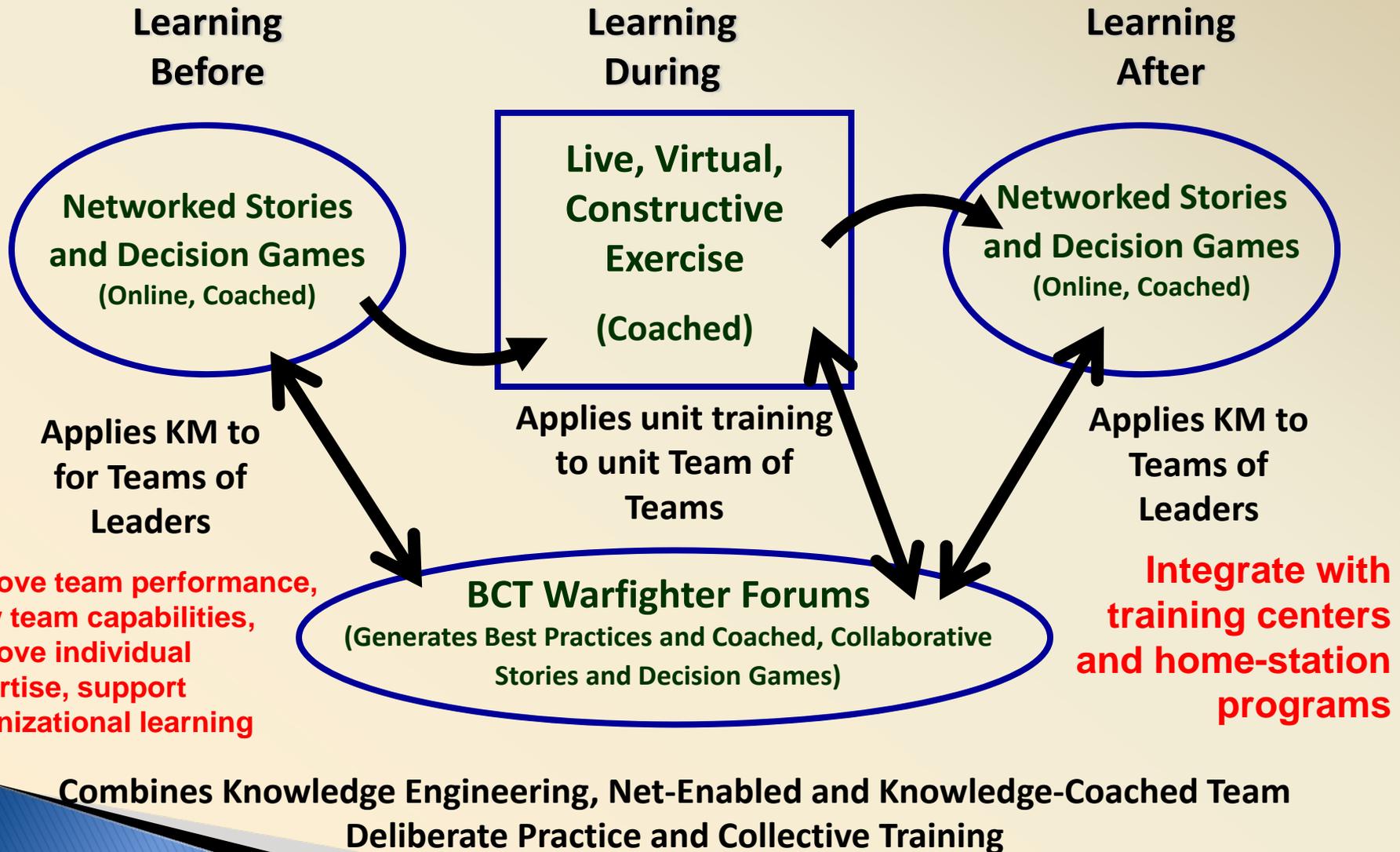
# Leader Team Development Exercises



Shared KSAAs  
(Knowledge, Skills, Abilities, and Attributes)



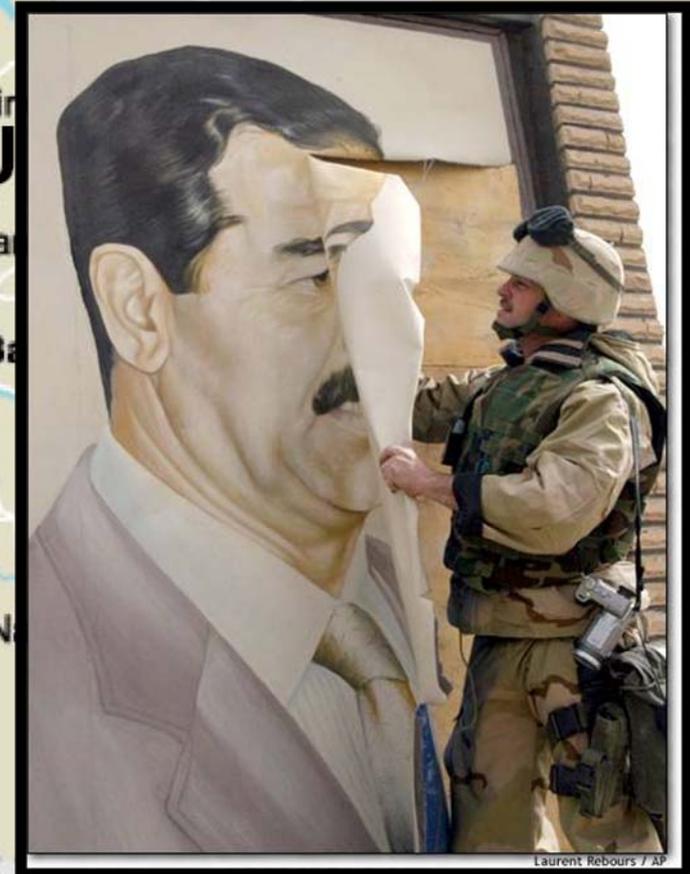
# Transformed Expertise Building in the US Army





# Captain Wilson...

*Knowledge shared at the Point of the Spear...the rest of the story*



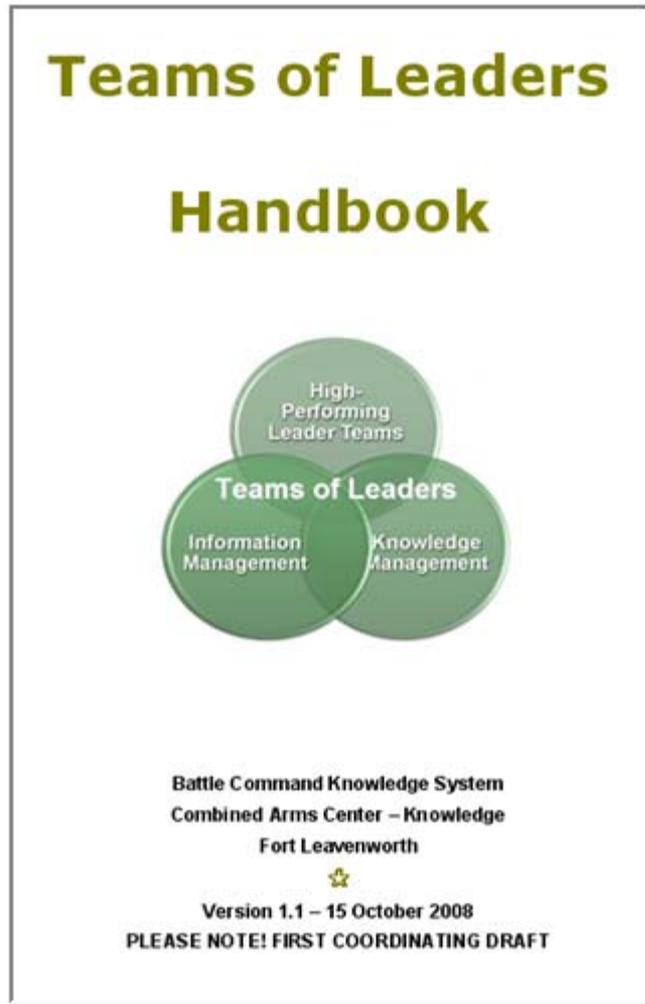
# The Way Ahead

Developing High Performing Teams Qualities:

- ✓ Shared Purpose
- ✓ Shared Trust
- ✓ Shared Competencies
- ✓ Shared Confidence

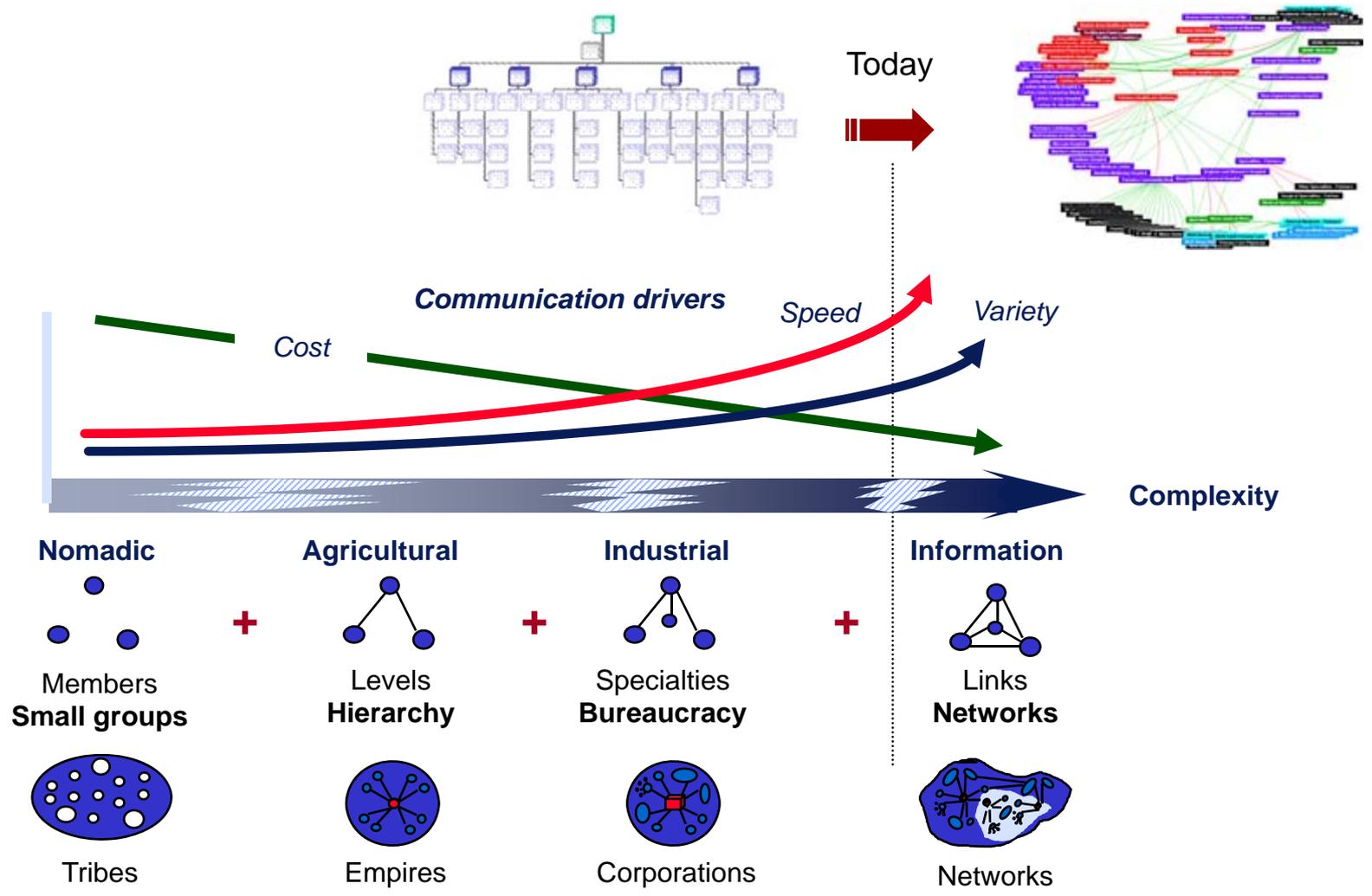
A key component in Army Transformation

- Virtual Team Room enables team operations
- Teams of Leader Handbook
- Pilots
- A library of stories, scenarios, vignettes, and digital stories for all
- A Training Support Package to teach leaders *how* to build HPLT
- Integration with professional forums, knowledge networks , wiki, blog tools, and structured learning



- Section 1: ToL Handbook Overview**
- Section 2: Develop High-Performing Leader Teams**
- Section 3: Collaborate**
- Section 4: Communicate**
- Section 5: Leader Team Exercises**
- Section 6: Context and Contacts**

Rick Morris  
Mike Prevou  
Michelle Hannah  
Bob Veitch  
Jeff Stamps  
Jessica Lipnack



NetAge diagram developed with Shell Oil Co, 1998

## Section 1: ToL Handbook Overview

Chapter 1.1: Why Teams of Leaders?

Chapter 1.2: Structure of the Handbook

Chapter 1.3: Section Stories

*First section provides overview of why teams of leaders are necessary, how they become a powerful multiplier of organizational capability, and introduces the stories.*

... the next multiplier

**JlIM and Army**



**Generates high performance through processes of Advanced Learning**

**Actionable Understanding**

Developed from Bradford & Brown, *America's Army: A Model for Interagency Effectiveness* (2008); and Ibid., *Landpower Essay. Teams of Leaders: The Next Multiplier* (2007)

# ToL – Filling the Gap



## High Performing Leader Team

- Shared Vision / Purpose
- Shared trust and respect between team members
- Team competence > sum of individuals
- Confident team members understand what they are responsible for and are mutually accountable
- Effective Communication
- Established procedures
- Organized content

## Today's Typical Team

- Differing views of team mission / purpose
- Vague goals, responsibilities and assignments not defined
- Misunderstanding between team members
- Availability is a skill (location)
- E-mail is only form of communication
- Disorganized content
- Lack of common workspace

**... with technology  
and behaviors**

The **second** section answers why we need to develop HPLTs and offers three quick how-to's.

## Section 2: Develop High-Performing Leader Teams

Chapter 2.1: Why High-Performing Leader Teams?

← *Why the need for HPLTs*

Chapter 2.2: Developing Qualities of High Performance

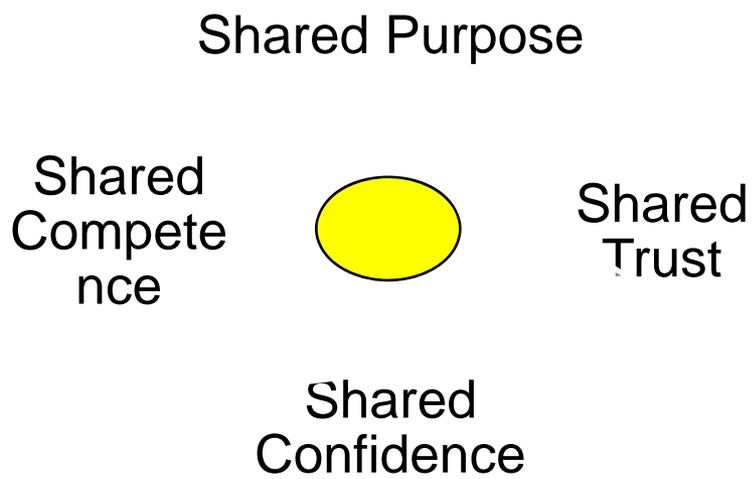
← *Start developing qualities*

Chapter 2.3: Hasty Team Launch

← *Get going quickly*

Chapter 2.4: Facilitating Virtual Meetings

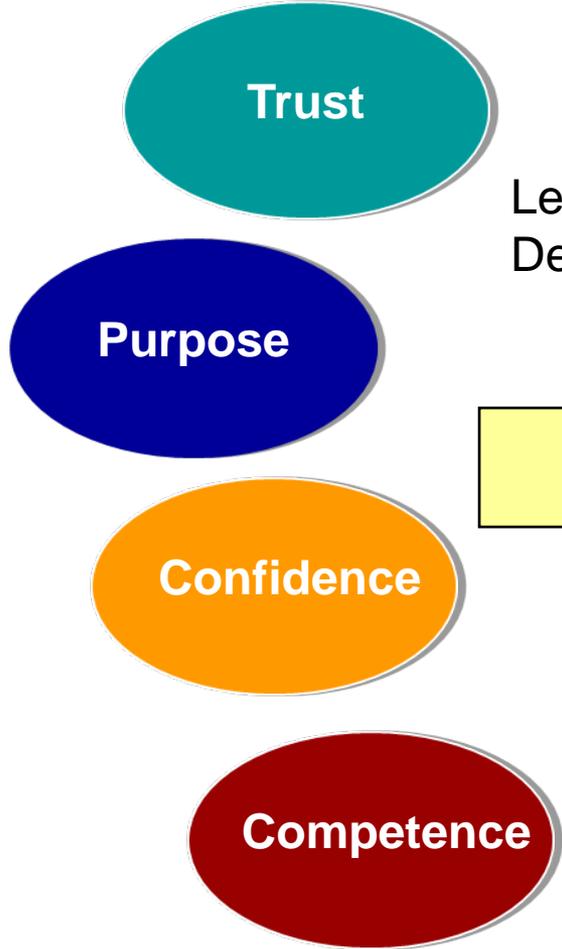
← *Conduct better meetings*



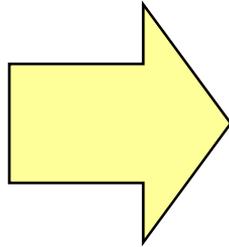
- Four qualities identified by LTG (RET) Fredrick J. Brown as fundamental to high-performance
- **SHARED** character of Purpose, Trust, Competence, and Confidence critical to leader teams

# Leader Team Development

Combination of Dr. FJ Brown's four qualities of high-performance and NetAge network model



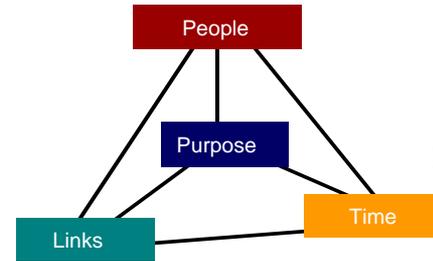
Leader Team Development



*Teams of Leaders Handbook*

Shared Purpose

Shared Competence



Shared Trust

Shared Confidence

Shared Skills, Knowledge, and Attitudes

## Section 3: Collaborate

Chapter 3.1: Basic Principles and Model

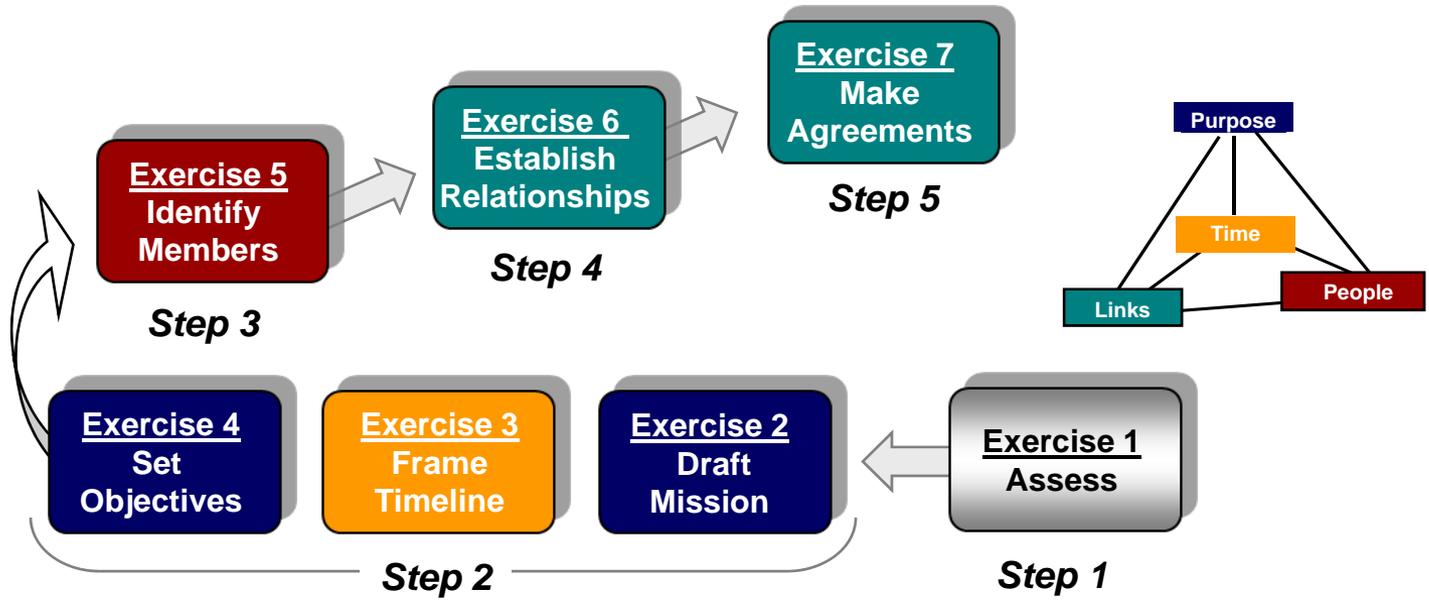
Chapter 3.2: Leader Team Launch Process

Chapter 3.3: Virtual Team Room

Chapter 3.4: Consensus Building

Chapter 3.5: Intercultural Differences

*The **third** section addresses processes and issues of collaboration...*



Teams of Leaders Network (ToLNet) | Welcome Jeff | My Site | My Links |

**BCKS**  
U.S. Army | U.S. Army Operational Knowledge Management System

## ToL Development

This Site: ToL Development |

Site Actions

---

Teams of Leaders Network (ToLNet) » ToL Development

**Mission**  
Develop, integrate, and field a dynamic knowledge enabling capability to support high-performing teams.

**People**  
Team Members  
Team Pictures  
People Docs  
Network Map

**Purpose**  
Mission / Values  
Objectives  
Tasks

**Links**  
Relationship Matrix  
Op Agreements  
URLs

**Time**  
Calendar  
Project Timeline  
Phases

**Communication**  
Meetings  
Discussions  
Web Conf  
Place holder for TeamTalk

**Content**  
Reports  
Briefings  
Handbook

**References**  
Op Definitions  
Source Docs  
Templates

**Announcements**

*Body*

The **Phone Bridge** number for all SPRs is 913-684-7404  
\* Phone Bridge for **Thursday, 11 Sept**, is 913-684-7405!!!

[Add new announcement](#)

**Events**

*Title*

Right Track Review : 17 Sept  
Virtual Right Track Review: 18 Sept 1330-01530 **new**

[Add new announcement](#)

**Key Documents**

- [ToL Overview](#)
- [Handbook wrapper 1st draft](#)
- [Booklet 1 1st Draft](#)
- [Booklet 2 1st draft](#)
- [Booklet 3 First Draft](#)

[Add new link](#)

Michelle Hannah | Mike Prevou  
Jeff Stamps | Jessica Lipnack  
Holly Baxter | John Kessler  
Rick Morris | JR Growney | Bob Veitch

[Recycle Bin](#)

## Section 4: Communicate

- Chapter 4.1: Common Team Communication Tools
- Chapter 4.2: Process for Choosing Communication Tools
- Chapter 4.3: Evaluating Available Technologies
- Chapter 4.4: ToL Communication and Information Services

...while the **fourth** focuses on the tools of communication for teams and organizations.

- Common Team Communication Tools**
- ◆ Face-to-face
  - ◆ Phone
  - ◆ Email
  
  - ◆ Audio Conferencing
  - ◆ Video Conferencing
  - ◆ Screen Sharing
  
  - ◆ Document Repository
  - ◆ Discussion Threads
  - ◆ Virtual Team Room

- Chart 1**  
Regular Processes
- Brainstorming
  - Planning
  - Scheduling
  - Tracking
  - Situational Awareness

- Chart 3**  
Collaboration Factors
- Place
  - Time
  - Size
  - Schedules
  - Interaction

- Chart 2**  
Work Processes
- Launching
  - Gathering
  - Developing
  - Distributing
  - Training

- Chart 4**  
Information Types
- Verbal
  - Textual
  - Graphical
  - Pictures
  - Video

- Chart 5**  
Tool Characteristics
- Memory
  - Identifiable
  - Structured



**Fifth** section contains exercises that develop the four qualities of high performance:

*Shared Vision*  
*Shared Trust*  
*Shared Confidence*  
*Shared Competence*

## Section 5: Leader Team Exercises

- Chapter 5.1: Building Leader Team Expertise
- Chapter 5.2: Selecting Your Leader Team Exercises
- Chapter 5.3: Leader Team Exercise Toolkit
- Chapter 5.4: LTX Facilitation and Coaching Techniques
- Chapter 5.5: Developing Leader Team Exercises
- Chapter 5.6: Creating Vignettes

To develop shared...

	Vision	Trust	Confidence	Competence
<b>Rapid Planning Exercise</b>	<b>X</b>	X	<b>X</b>	X
<b>Team Calibration Exercise</b>	<b>X</b>	X	X	X
<b>Pre-Mortem</b>	<b>X</b>	X	<b>X</b>	X
<b>Hasty Vignettes</b>	<b>X</b>	X	<b>X</b>	X
<b>Deliberate Vignettes</b>	X	<b>X</b>	<b>X</b>	X
<b>Decision-Making Critique</b>		X	<b>X</b>	X
<b>Leader's Intent Exercise</b>	<b>X</b>	X		X
<b>After Action Review</b>	X	<b>X</b>	X	X

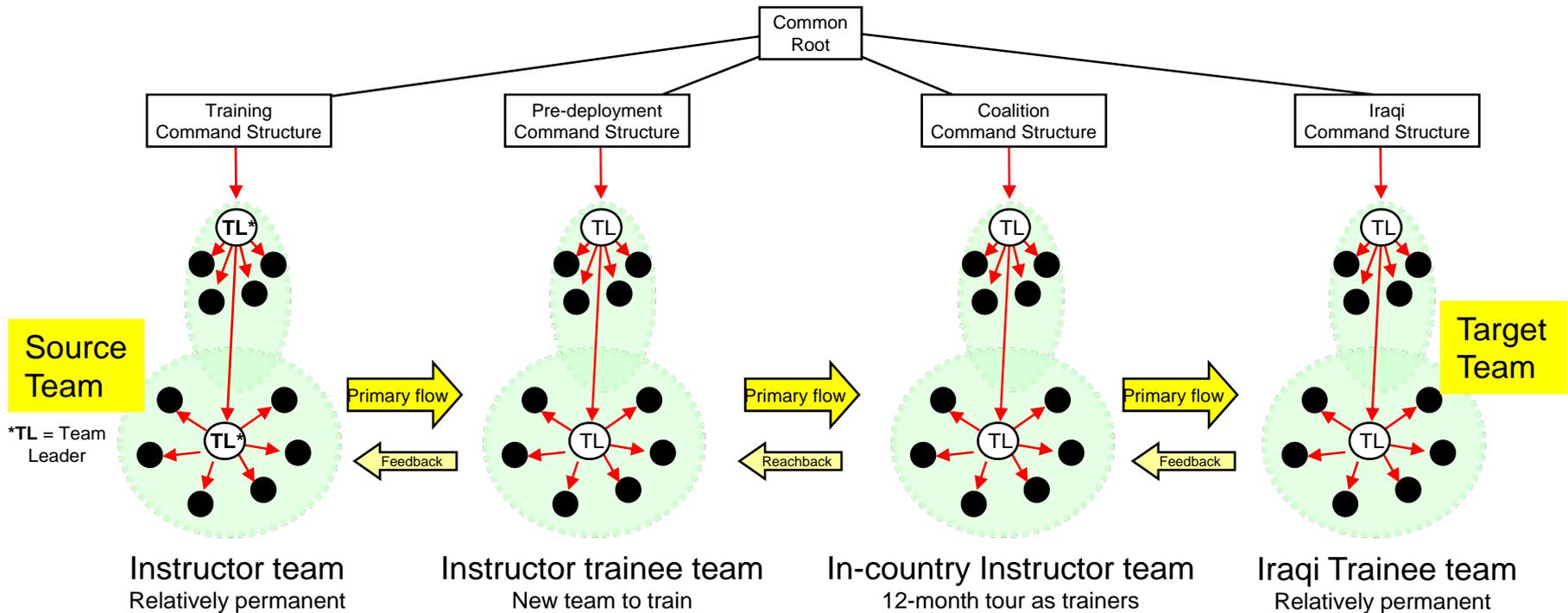
**Note:** The **bold X** indicates which qualities the specific LTX is best suited to develop. Each LTX used properly develops confidence

The **sixth**, and final, section that describes the larger context of change, the logic of leader teams, and ToL resources.

## Section 6: Context and Contacts

Chapter 6.1: Hierarchies and Networks

Chapter 6.2: Transferring / Sharing Across Learning Organization



# Jessica Leads Discussion of ToL Learnings from the Day