

Track 1, AOKM Adaptive Units and Organizations, 2009 Echelons above Corps

1. Track Concept:

The track, “Adaptive Units and Organizations, Echelons above Corps,” focuses on best practices, effective designs and a way ahead for building unit and organizational learning organizations capable of keeping within supporting and opposing decision and learning cycles, supporting stability operations, providing effective international partnering and innovating faster than the speed of change. Participants discuss knowledge management and business intelligence for team building, decision making and learning in adaptive Geographic Combatant Commands, Joint Task Forces and Service Component Commands operating in interagency and multinational environments.

2. Cornerstone Plenum Presentations for Track 1:

The following plenum talks by key knowledge leaders establish intellectual foundations for the in-track presentations, discussions and planning, and further shared understanding across tracks.

- Tuesday, 20 October, 0830-0920 BG Jeffery Marshall, J7, US European Command (EUCOM), “Adaptive Team Building in a Joint, Interagency and Multinational Environment”
- Thursday, 22 October, 1100-1150 Conference Keynote, LTG P.K. (Ken) Keen, Military Deputy Commander, US Southern Command (SOUTHCOM), “Teams of Leaders and Transformation in a Geographic Combatant Command” (Virtual, via Defense Collaboration Online)
- Friday, 23 October, 1000-1200 Track Brief Outs to Mr. Dale Ormond, Deputy to the Commanding General, US Army Combined Arms Center, and to the Army Command (ACOM) Chief Knowledge Officers

3. In-Track Presentations, Discussions and Action Planning, Track 1, Adaptive Units and Organizations, Echelons above Corps

- a. **Facilitation and Mentoring:** Track Senior Mentors, LTG [Ret.] Frederic J. Brown, Institute for Defense Analyses (IDA) and BG Jeffery Marshall, J7, US European Command (EUCOM); Track Facilitator, Mr. Jerry Dillard, Battle Command Knowledge System Contract Support (Team CSC / DRC / SKS)

Track 1, AOKM
2009

**Adaptive Units and Organizations,
Echelons above Corps**

b. **Track Design:** The tracks are designed and facilitated for knowledge transfer and creation, and as a platform for action. Each consists of three parts spread over three days. On the first day key participants brief their work in an act of knowledge sharing designed to create situational awareness as to new and emerging KM best practices. On the second day all participants participate in a managed and facilitated conversation to create a shared and actionable level of understanding. The third day enables application of a rapid and collaborative planning method to get everyone literally on the same page in terms of next (post-conference) steps in the form of a one-page plan for brief-back, along with relevant best practices and potential obstacles, to the plenum on Friday morning. This last step is critical, since the entire point is rapid action to support our forces as they learn and adapt in current conflicts.

c. **Track Schedule:**

i. **Tuesday, 20 October**

- 1330-1400 BG Jeffery Marshall, J7, US European Command (EUCOM), "Decision-making within an Joint, Interagency, Multinational Environment" (30 minutes)
- 1400-1415 Mr. James L. Matney, Chief Knowledge Officer, US Pacific Command (PACOM), "US Pacific Command as an Adaptive Learning Organization: The Role of Knowledge Management"
- 1415-1445 COL Patricia Quinn, Chief Knowledge Officer, US Army Pacific (USARPAC), "US Army Pacific as an Adaptive Learning Organization: Establishing Knowledge Management in an Army Service Component Command" (Virtual, via Defense Collaboration Online) (30 minutes)
- 1445-1500 Ms. Jamie Hatch, Knowledge Management Officer, Commander, U.S. Pacific Fleet, "Knowledge-Based Command and Control in the US Pacific Fleet: Using knowledge Management to Build Decision Superiority"

ii. **Wednesday, 21 October**

- 1330-1345 LTC Andrew M. Mortensen, Chief Knowledge Management Officer, US Army Europe (USAREUR), "Knowledge Management in US Army Europe"

Track 1, AOKM
2009

**Adaptive Units and Organizations,
Echelons above Corps**

- 1345-1400 Mr. Jonathan Kaupp, Joint Task Force-North, Knowledge Management (KM) Systems Integrator, "The JTF-N Support Concept for Interagency Knowledge Management (Intelligence and Information Sharing)"
- 1400-1500 Mr. Jerry Dillard, Facilitator, BCKS Contract Support (Team CSC / DRC / SKS), Conversation on *Adaptive Units and Organizations, Echelons above Corps*: What is the Current State? What is our Desired Future State?

iii. Thursday, 22 October

- 1330 -1335 Mr. Jerry Dillard, Facilitator, BCKS Contract Support (Team CSC / DRC / SKS), "Getting on the Same Page: How We Develop a One-Page Action Plan"
- 1335-1500 Mr. Jerry Dillard, Facilitator, BCKS Contract Support (Team CSC / DRC / SKS), Development of a One-Page Plan for Narrowing the Gap Between Current State and Desired End State, Adaptive Units and Organizations, Echelons above Corps

4. Desired Outcomes:

a. Products: Plan and Out Brief

- i. Track 1 participants will collaboratively develop a proposed way ahead for "Adaptive Units and Organizations, Echelons above Corps" for the Commanding General, US Army Combined Arms Center (CG CAC), who is the proponent for Army Operational Knowledge Management.
- ii. The proposed way ahead will be presented in five-slides to the Deputy to the CG CAC during the concluding conference session 1000-1100, Friday, 23 October, and in a living one-page plan posted with the briefing on milWiki for collaborative updating after the conference.
- iii. The plan will include near-term actions for rapidly fleshing out and proceeding along the recommended path and will be refined in light of Deputy to the CG CAC guidance and continuing collaboration by the social network resulting from the track sessions as a living document on milWiki behind Army Knowledge Online (AKO) / Defense Knowledge Online (DKO).

b. One-Page Plan Template:

Track 1, AOKM
2009

**Adaptive Units and Organizations,
Echelons above Corps**

The plan will include:

- i. The *Vision* for "Adaptive Units and Organizations, Echelons above Corps", that is, the picture of the desired future state compared to the current state
- ii. *Strategies*, that is, the methods or pathways for organizing our effort to close the gap between current state and desired future state
- iii. *Priorities*, that is, the immediate actions for the next ninety days with a description of who, what and when for each action.

c. Out-Brief Template

By Friday, the track participants will produce a short out brief that highlights the following:

- i. The *Vision* for "Adaptive Units and Organizations, Echelons above Corps"
- ii. Our emergent *Social Network*, with its hierarchical touch points to support hierarchical stakeholders in closing the gap between current and envisioned future state
- iii. Our *Strategies*
- iv. Our *Priorities*
- v. Selected *Challenges and Opportunities* on the road ahead

d. Follow-Up

Using milWiki behind AKO / DKO, supported by Defense Collaboration Online (DCO) and facilitated by Battle Command Knowledge System (BCKS), these sessions will be followed up every ninety days to check the status of progress and set priorities for the next ninety days.