

# Knowledge Management (KM) Virtual Work Environments (VWE)





# Why care about KM and VWE?

---

- The strategy of military operations is shifting as is the world
  - “The World is Flat”
  - “Starfish and the Spider”
  - “Power to the Edge: Command and Control in the Information Age” (Assistant Secretary of Defense (NII))



# The Shift

---

- Traditional Napoleonic thinking
  - “Only purpose of KM is to improve key information to the General – senior decision maker”
- Alternative thinking
  - CIA evaluation of operations prior to 9/11.
    - Beat Cops need KM more than the Chief of Police
  - General Krulak Late 90s – “Strategic Corporal” and the “3-block war”
  - General Mattis 2004 “Distributed Operations”
  - Current thinking 2007 “Enhanced Company Operations”
  - Way-Ahead 2009 “Enhanced MAGTF Operations”



# What VWE is

---



## ➤ Definition of a VWE

- A secured extranet work environment which houses an organization's operations, information processes, and knowledge infrastructure.
- It is an adaptable, integrated, shared community workspace where co-located or distributed people can collaborate, work on tasks, and solve problems cooperatively – a KM Environment.
- It extends operations beyond physical, 'brick and mortar', constraints and is a force multiplier.

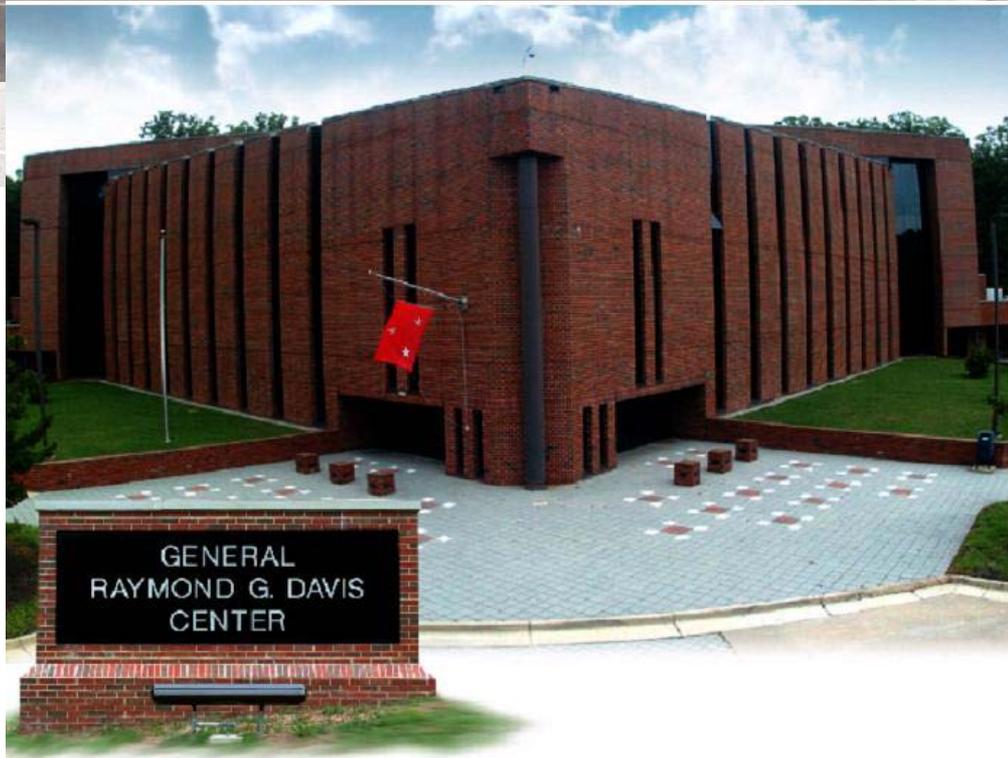


# Virtual Work Environment

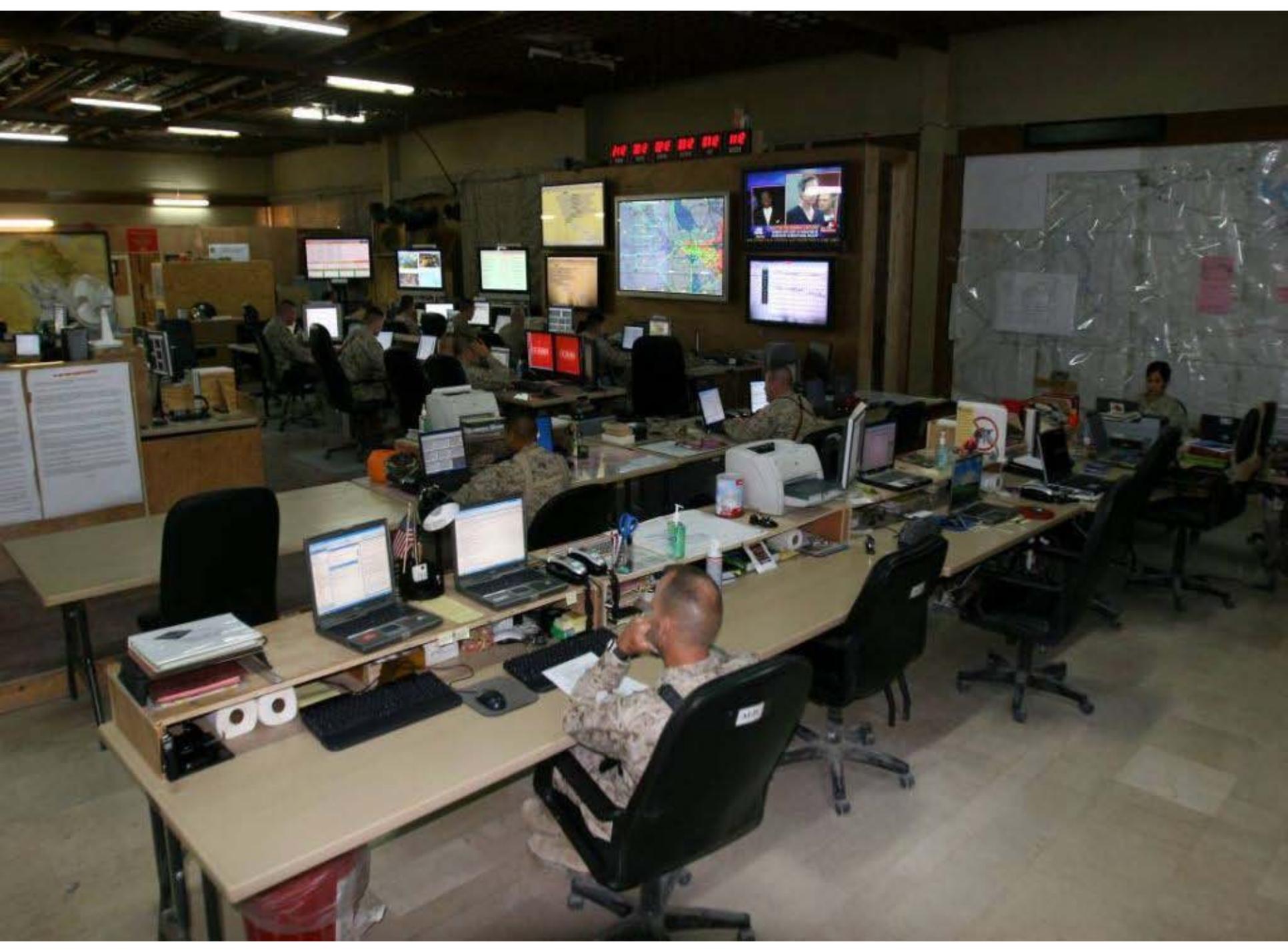
---



- First Level: An alternative space where Marines, civilians, and support personnel can conduct their normal work assignments.
- Second Level: An alternative space where Commands and subordinate units can conduct and manage their mission goals and objectives.
- Third level: An alternative space to collaborate with other services, and organizations that could contribute to mission success

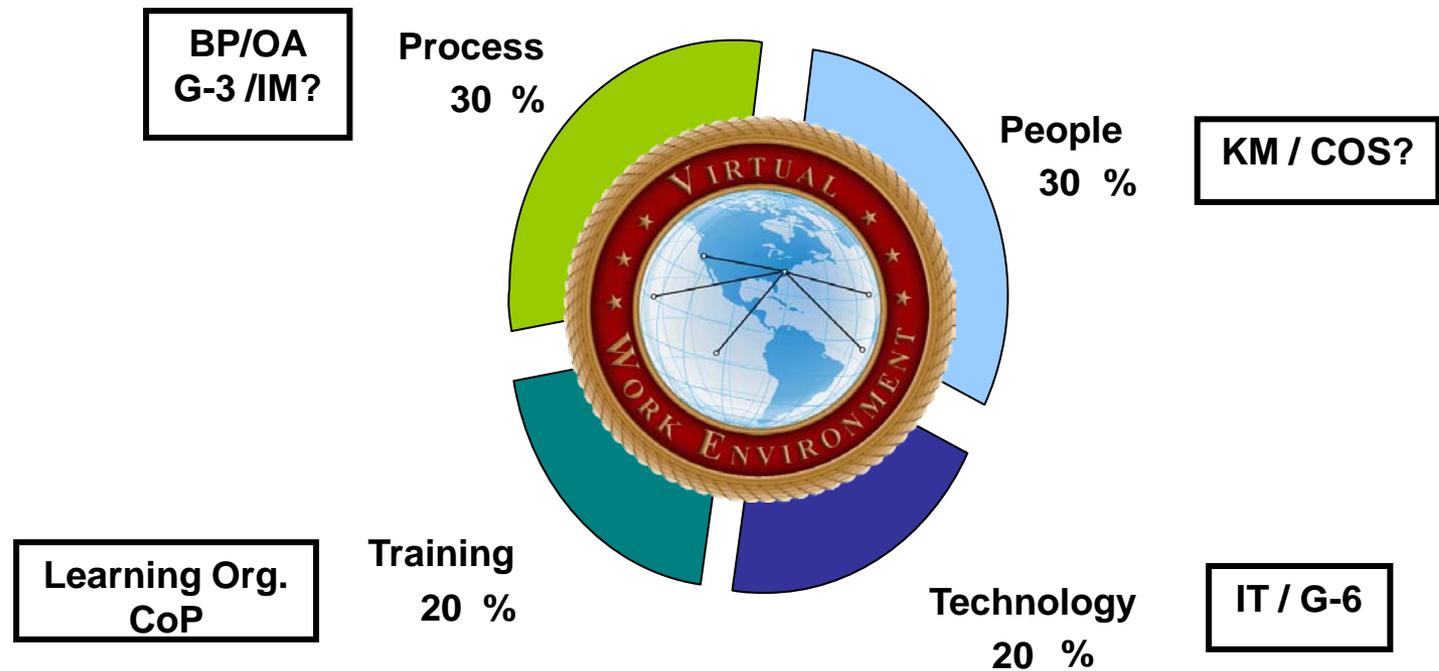


**“Work is something  
you do,  
Not a place you go.”**





# KM and VWE Core Tenets

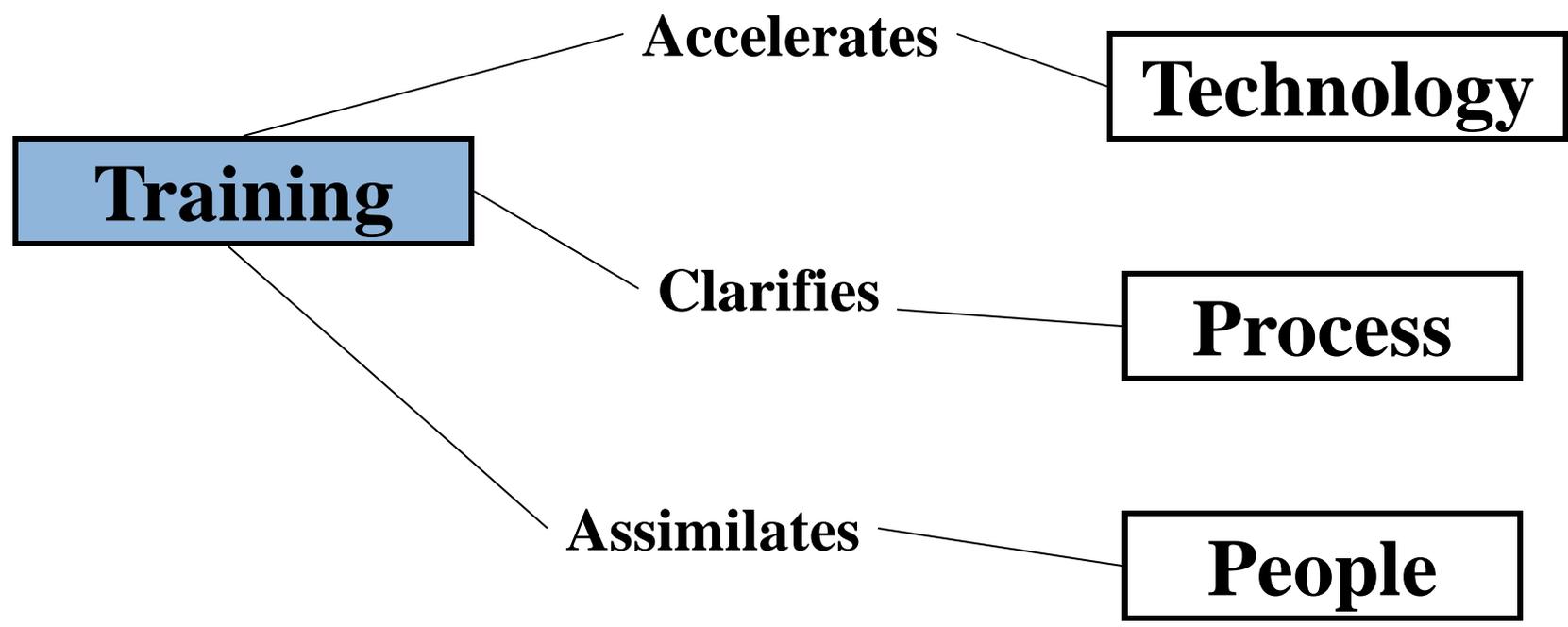


**Built by Marines and**  
**Maintained by *Marines***

IT =	20% Success
IM =	20% Success
IM+IT =	40% Success
KM+IT =	50% Success
<b>KM+IM+IT = VWE = 70% Success</b>	



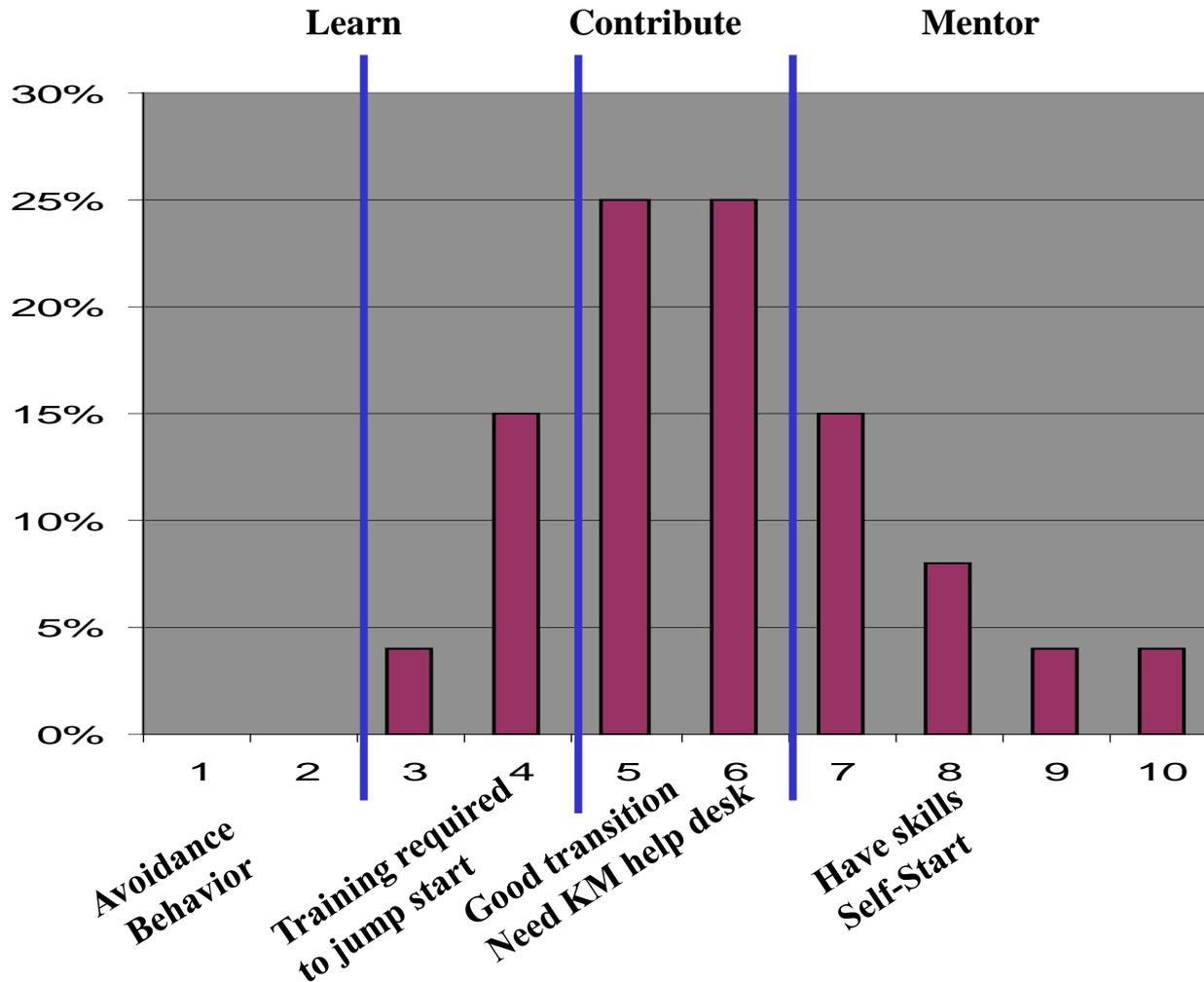
# How to Build KM Behaviors





# Understand learning & training implications

**Model KM Skill Set Distribution**





1	2	3	4	5	6	7	8	9	10
10%	17%	21%	17%	13%	9%	4%	6%	3%	1%
0%	0%	4%	15%	25%	25%	15%	8%	4%	4%

**48%**

**39%**

**14%**

**XYZ Organization  
KM Model Organ.**

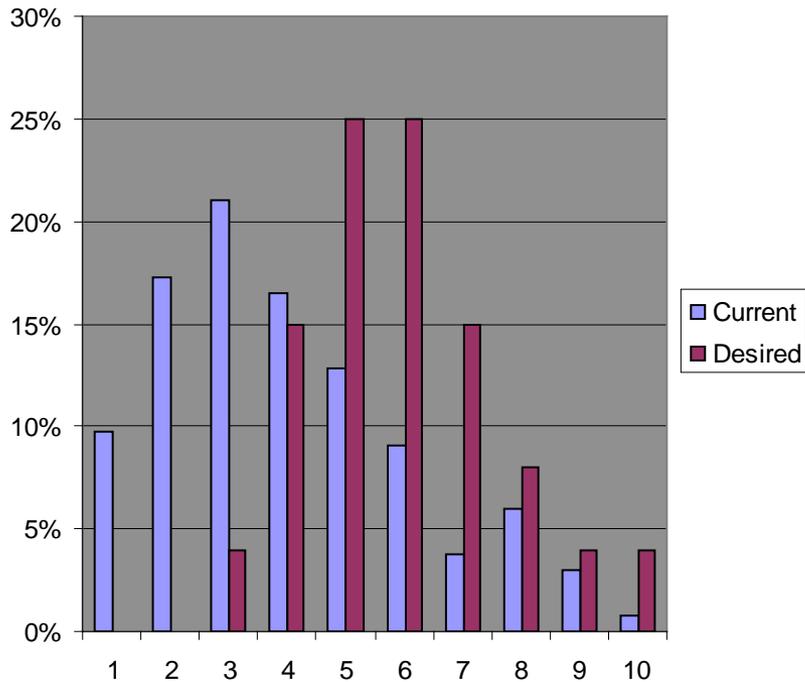
1	2	3	4	5	6	7	8	9	10
4%	12%	16%	16%	16%	8%	8%	12%	8%	0%
0%	0%	4%	15%	25%	25%	15%	8%	4%	4%

**32%**

**40%**

**28%**

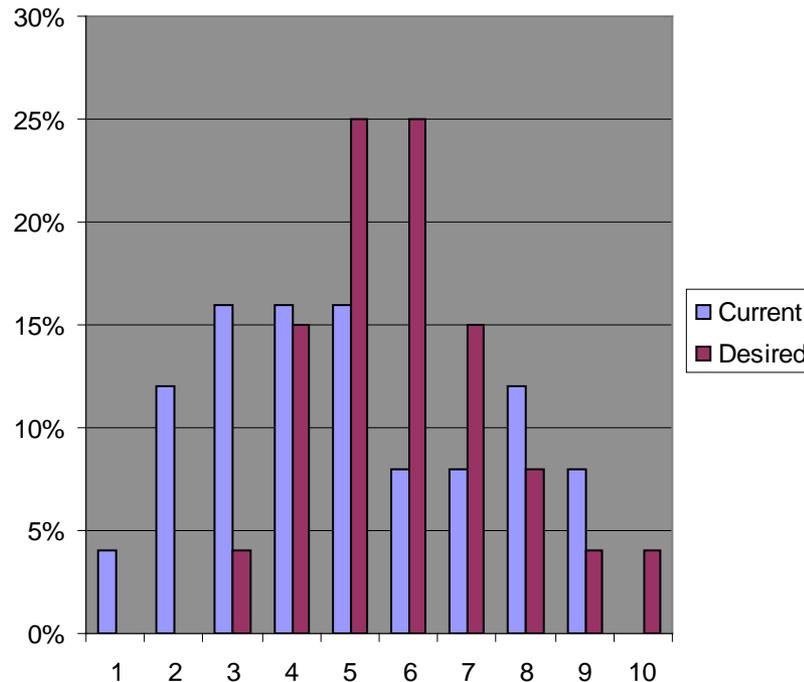
### Organization / Washington



Avoidance Behavior  
Jump Start Required  
Good Transition  
Self-Start Coach

**>16    18.26    24.61    69.92**  
[mean logins since start of service]

### Organization / New Jersey



Avoidance Behavior  
Jump Start Required  
Good Transition  
Self-Start Coach



# Risks: Counter Offensive

---

- Those biased by their vision of solution
  - “What is an old Gunfighter like me caring about KM”
  - “I never heard of anyone dying from lack of KM”
- Those that are cynical that this is just another fad (25/50/25)
- Those that do not want more efficient processes



# Sabotage Approaches

---

- Lip Service
- Prolonged argument
- Hijacking
- Scarcity creation
- Direct conflict

“A Multidimensional View of Resistance to Organizational Change”  
Szabla, 2007



# Training Strategy

---

- Jump-Start Training
- Create Core Design Team
- Establish KM Facilitators – Tier 1 KM
- Provide Leadership Orientation
- Build Enterprise Central team – Tier 2 KM
- Encourage and Mentor Communities of Practice (CoP)



# KMF Roles and Responsibilities

---



## ➤ Role

- Provide guidance to business unit's leadership on KM solutions for “point of pain”
- Provide first level “just in time” training to node's members
- Provide observations / feedback from leadership and members to KMI office for assistance, consideration or enhancements.
- Senior Node KMF organize that node's KMF infrastructure and career progression for KMFs



# KMF Roles and Responsibilities



## ➤ Responsibilities

- Continually learn parts of system, KM practices, etc
- Keep constant network connection with KMF COP
- Actively engage in “floor walking”
- Monitor leadership and members to pro-active encourage and incentivize KM engaging.
- Build solutions
- Model and mentor solutions (e.g. Virtual meeting process)



# Bottom Line: The Benefits

---



- ~~Marine Corps~~ <sup>Army</sup> knowledge not scattered, transient, or fragile
- Retain billet level knowledge.
- Assimilate new members quicker – shorten ramp up time
- Reduce panic staff actions to find, package, and disseminate knowledge on request.
- Build operational processes infrastructure which offer real-time reframing, and maintainable by staff – another source of Corporate Knowledge.



**Henry Ford: *“If I had asked my customers what they wanted, they'd have asked for a faster horse.”***

**In the case of a KM / VWE, the difficulty of starting the journey is imagining the right path and desired destination.**



Working “Faster”; “Better”;  
“Cheaper”; and “Smarter”