

1. Track Concept:

Track 2 – “Adaptive Units, Echelons Corps and below” --focuses on learning while fighting in echelons corps and below and the critical role of Warfighter Forums (WfF), which support unit learning organizations as they build and employ combat and soft power. These communities of purpose also link brigade combat teams with those who provide their human capital and materiel and support them with knowledge reach. The track brings together WfF personnel, corps and division knowledge management officers, brigade and battalion KM-cell personnel, signal officers, Combat Training Center Observer Controllers and lessons-learned embeds to benchmark and share best practices, and to engage in continuous improvement of KM doctrine and training for corps, divisions, brigades, battalions and companies. Readyng the next patrol through learning from insights from the last, and ensuring that when relevant these insights are shared across the force, is at the heart of operational KM, which in turn may well prove the main driver of the Army as an adaptive learning organization.

2. Cornerstone Plenum Presentations for Track 2:

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, 0930-1000 Mr. Bradley J. Mason, Chief, G-3/5/7 Strategic Initiatives Division, US Army Forces Command (FORSCOM), “Leveraging KM to Enable Institutional Adaptation and Improve ARFORGEN: Develop an Army Enterprise Information Architecture”
- Tuesday, 20 October, 1000-1050 Mr. Fred M. Rawcliffe and LTC Jeffrey A. Hannon, G3/5/7, US Army Forces Command, "US Army Forces Command (FORSCOM) Knowledge Management for Army Force Generation (ARFORGEN)"
- Tuesday, 20 October, 1230-1315 Luncheon Keynote, Brigadier-General Nicolas E. Matern, Deputy Commanding General-Operations, XVIII Airborne Corps & Fort Bragg, “Knowledge Management in Multinational Corps Iraq” (Virtual, via Defense Collaboration Online)
- Wednesday, 21 October, 0800-0850 BG Allen Batschelet, G3, US Army Europe, and MAJ Jason Caldwell, “Knowledge Management in Counterinsurgency: The 4th Infantry Division in Iraq”
- Friday, 23 October, 0800-0900 LTC Stewart W. Liles, Knowledge Management Officer, Multinational Corps Iraq, “Knowledge Management and Business Intelligence in the Current Fight in Iraq”

- Friday, 23 October, 0915-1000 LTG (R) James M. Dubik, Founder and President, Dubik Associates and First Senior Fellow, Institute for the Study of War (formerly Commanding General, Multi National Security Transition Command-Iraq or MNSTC-I and Commanding General, I Corps and Fort Lewis), “Leader Teams”

3. In-Track Presentations, Discussions and Action Planning, Track 2, Adaptive Units and Organizations, Echelons Corps and below:

- a. **Facilitation and Mentoring:** Track Senior Mentors, Bradley J. Mason, Chief, G-3/5/7 Strategic Initiatives Division, US Army Forces Command (FORSCOM) and Mr. Kent Greenes, Founder and President, Greenes Consulting; Track Facilitator, Mr. Phil Tackett, Battle Command Knowledge System Contract Support (Team CSC / DRC / SKS)

- 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

- 1330-1345 LTC Tony Burgess, Center for the Advancement of Leader Development and Organizational Learning, US Military Academy (West Point), "Using the CompanyCommand.mil Leader Challenge Across Professional and Warfighter Forums to Support Leader Development in Unit Leader Teams"
- 1345-1415 COL Doug Crissman, Director, Heavy Brigade Combat Team Warfighter Forum, III Corps, "The Heavy Brigade Combat Team Warfighters' Forum (HWfF): How are we doing?"

- 1415-1430 COL Gregory S. Johnson, Deputy Rear Commander, III Corps, "Knowledge Transfer of Lines, From Current (I Corps) to Follow-on (III Corps) Multinational Corps-Iraq"
- 1430-1445 Mr. Robert Bowen, Chief TRADOC Capability Manager Gaming, Futures Division, National Simulation Center, CAC-Training, "Virtual Battle Space 2 (VBS2) for Collaborative Leader-Team Development"
- 1445-1500 Jimmy Davis, Chief, FM 7-0/7-1 Writing Team, Collective Training Directorate, CAC-Training, "Army Training Net"

ii. Wednesday, 21 October

- 1330-1400 Bryan W. Hallmark, Senior Social Scientist, RAND Corporation, "Assessment of the Stryker Brigade Combat Team (SBCT) Warfighters' Forum's Impact on SBCT Leader and Unit Proficiency" (30 minutes)
- 1400-1500 Mr. Phil Tackett, Facilitator, BCKS Contract Support (Team CSC / DRC / SKS), Conversation on "*Adaptive Units and Organizations, Echelons Corps and Below: What is the Current State? What is our Desired Future State?*"

iii. Thursday, 22 October

- 1330 -1335 Mr. Phil Tackett, Facilitator, BCKS Contract Support (Team CSC / DRC / SKS), "Getting on the Same Page: How We Develop a One-Page Action Plan"
- 1335-1500 Mr. Phil Tackett, 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, Echelons Corps and below

4. Desired Outcomes:

a. Products: Plan and Out Brief

- i. Track 2 participants will collaboratively develop a proposed way ahead for "Adaptive Units, Echelons Corps and below" 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:

The plan will include:

- i. The *Vision* for "Adaptive Units, Echelons Corps and below," 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, Echelons Corps and below"
- 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.