

Track 4, Adaptive Doctrine and Tactics, Techniques and Procedures

AOKM
2009

1. Track Concept:

The fourth track – “Adaptive Doctrine and TTP” -- revolves around one aspect of the Army codification value stream, the Doctrine Re-engineering effort launched by the TRADOC Commander, especially the wiki-based Doctrine Web. The desired end state of doctrine re-engineering is a transformed value stream that rapidly integrates observations, insights and lessons from unit learning organizations into best practices, lessons learned, Army Tactics, Techniques and Procedures (ATTP), doctrine and programs of instruction, and that instantly responds to these same unit learning organizations (and their adaptive teams and life-long learners) when they reach back for critical knowledge, learning, and performance support. The track centers on transitioning the web of Army Tactics, Techniques, and Procedures as living documents on milWiki from a pilot to full implementation, and on how to integrate this effort with field manuals, Warfighter and Professional Forums, Lessons Learned, Lean Six Sigma, and school and unit programs of instruction. The track includes discussion of how to inculcate doctrine and TTP as actionable understanding and skilled behavior.

2. Cornerstone Plenum Presentations for Track 4:

- Thursday, 22 October, 0800-0850 Mr. Phillip Andrews, Chief, Operations Coordination Cell, Center for Army Lessons Learned (CALL), “The Center for Army Lessons Learned in the Networked Army Learning Organization”
- Thursday, 22 October, 0900-0950 COL Earl D. Noble, Project Manager, Army Knowledge Online (AKO) / Defense Knowledge Online (DKO), “Army Knowledge Online, the Culture of Collaboration, Knowledge Dynamics and Web 2.0”
- Thursday, 22 October, 1000-1050 Mr. David Jimenez, Associate Director, System Engineering, Communications-Electronics Research, Development, and Engineering Center (CERDEC), US Army Research, Development and Engineering Command (RDECOM), “Social Media (Web 2.0) Inside the Firewall for Military Operations: The Origins, Purpose and Design of milSuite”
- Thursday, 22 October, 1730-2000 Dinner Keynote, Dr. Nancy M. Dixon, Common Knowledge Associates, “Integrating Military Web 2.0 (milSuite), Lessons Learned Integration and Warfighter and Professional Forums behind AKO to Create and Transfer Common Knowledge: Some Thoughts on the Way Ahead”
- 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

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3. In-Track Presentations, Discussion and Planning in Track 4, Adaptive Doctrine and Tactics, Techniques, and Procedures

- a. **Facilitation and Mentoring:** Track Senior Mentors, Dr. Nancy Dixon, Dr. Nancy M. Dixon, Founder and President, Common Knowledge Associates, and Mr. Jeffery Varney, Senior Advisor, Process Improvement Practice Lead, APQC; Track Facilitator, Mr. John J. Nelson, 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**
 - 1330-1400 Mr, James A. Benn, Deputy Director, Combined Arms Doctrine Directorate (CADD), "Doctrine Re-Engineering and the Army Tactics, Techniques and Procedures (ATTP) Wiki: Origins, Current State, Desired End State" (30 minutes)
 - 1400-1415 Mr. Michael A. Kirby, Director of Army / Land Programs, CSC, formerly Deputy Under Secretary of the Army (Business Transformation), "Business Transformation for an Expeditionary at War"
 - 1415-1430 LTCOL Liam Hale, Staff Officer Grade 1 Army Knowledge Management, Land Warfare Development Centre, "Lessons Learned and Doctrine Development in the Australian Learning Organization"
 - 1430-1445 Mr. Daniel L.A. French, Chief Lessons Learned Branch, Peacekeeping and Stability Operations Institute (PKSOI), US Army War College, "Knowledge

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Management for Peacekeeping: The Stability Operations Lessons Learned Information Management System (SOLLIMS)"

- 1445-1500 Bob Pokorny, Ph.D., Principal Scientist, Education and Training Technology, John Leddo, Senior Cognitive Scientist, and Jyotirmaya Nanda, Ph.D., Research Scientist, Intelligent Automation, Inc., "The Warfighter Wiki: Electronic Continuity Folders for Conveying Local, Situated Knowledge"

ii. Wednesday, 21 October

- 1330-1345 LTC Tony Burgess, Center for the Advancement of Leader Development and Organizational Learning, US Military Academy (West Point), "Using 'Talking About Books' in Battle Command Knowledge System (BCKS) Professional Forums to Inculcate and Dynamically Update Lessons Learned, Doctrine and Army Tactics, Techniques and Procedures."
- 1345-1330 Mr. Jeffery Varney, Senior Advisor, Process Improvement Practice Lead, APQC, "Capture and Fusion of Evolving Knowledge via Communities of Practice (CoPs)"
- 1400-1500 Mr. John Nelson, Facilitator, BCKS Contract Support (Team CSC / DRC / SKS), Conversation on "Adaptive Doctrine and Tactics, Techniques and Procedures: What is the Current State? What is our Desired Future State?"

iii. Thursday, 22 October

- 1330 -1335 Mr. John J. Nelson, Facilitator, BCKS Contract Support (Team CSC / DRC / SKS), "Getting on the Same Page: How We Develop a One-Page Action Plan"
- 1335-1500 Mr. John J. Nelson, 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 Doctrine and Tactics, Techniques and Procedures"

4. Desired Outcomes:

a. Products: Plan and Out Brief

- i. Track 4 participants will collaboratively develop a proposed way ahead for "Adaptive Doctrine and Tactics, Techniques, and Procedures" 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 Doctrine and Tactics, Techniques, and Procedures," 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 Doctrine and Tactics, Techniques, and Procedures"
- 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.