



# Joint Staff Knowledge Management

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Modeling & Simulation IT Support Branch

# Agenda



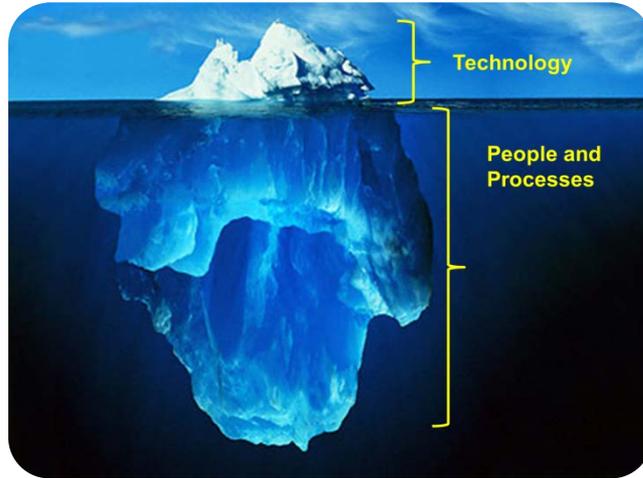
- Joint Staff Knowledge Management
- Operational Knowledge Management
- The Military Culture
- Questions



# JOINT STAFF KM



# ***KM involves every aspect of the Joint Staff***



## **What is Knowledge Management?**

- The right *information* to the right *people* at the right *time*
- Creating, sharing, and acting upon information in ways that measurably improve performance
- Delivering processes and technology to get the information we need to make better decisions

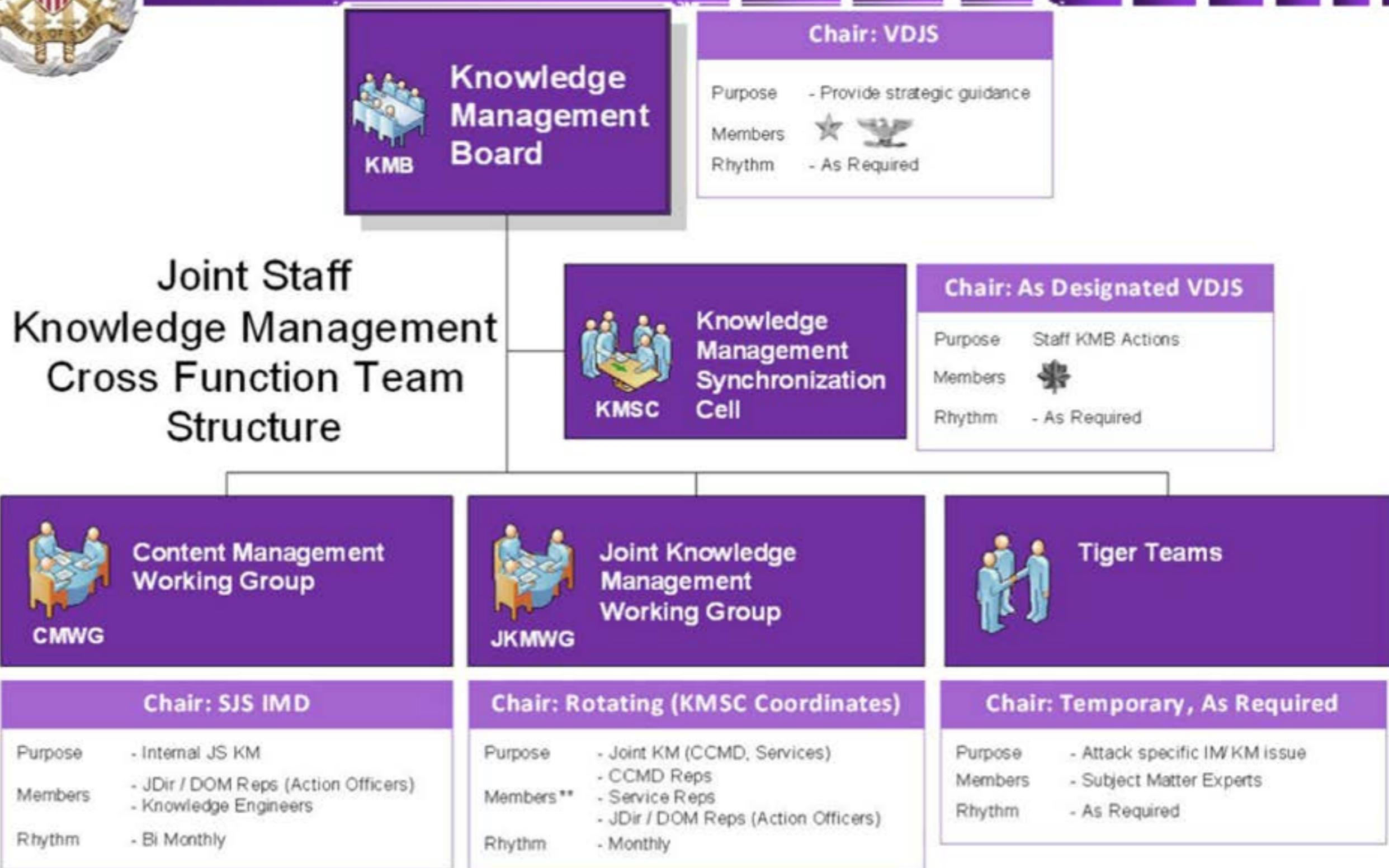
## **KM can help solve business challenges by:**

- Identifying and filling knowledge gaps
- Minimizing or eliminating knowledge flow blockages
- Capturing knowledge and transferring it to those who need to know
- Cultivating an ethic of contribution

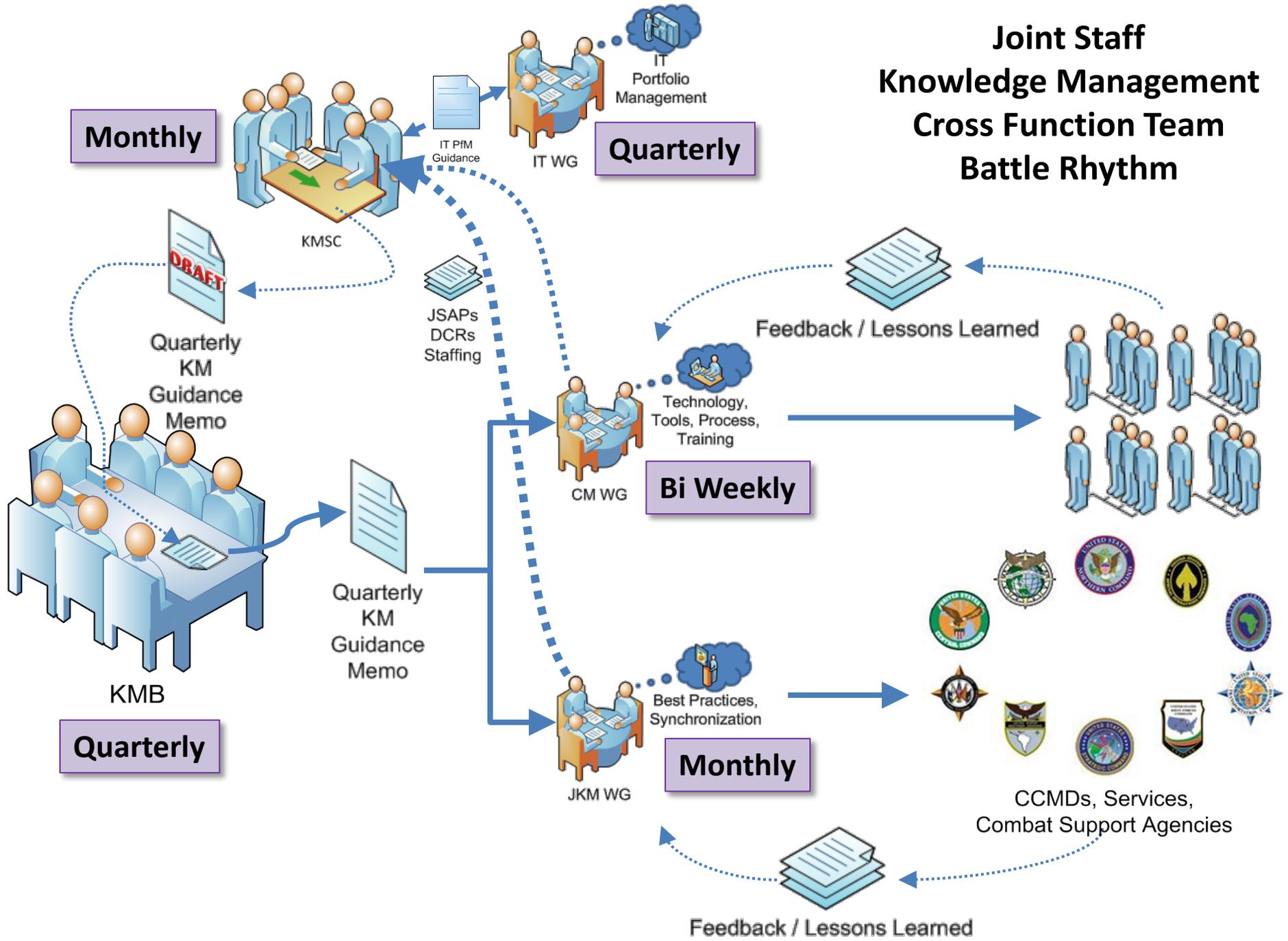
***KM Enables Faster, Flatter, More Efficient Decision Making***



# Structure



# Joint Staff Knowledge Management Cross Function Team Battle Rhythm



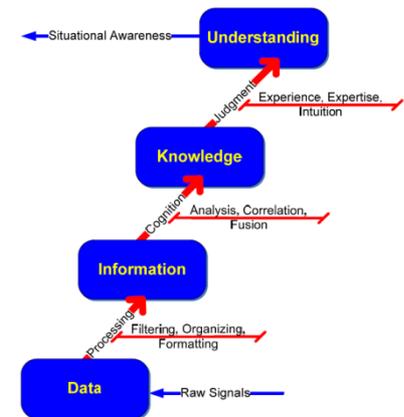
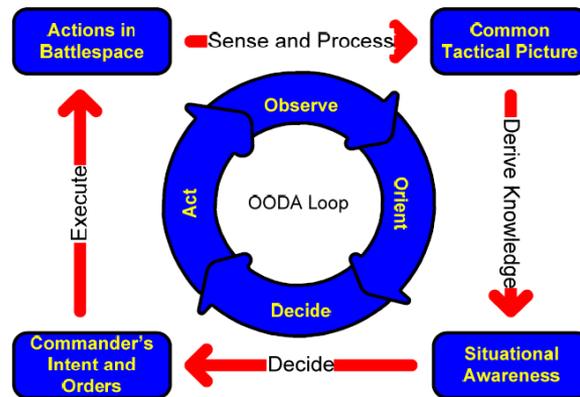
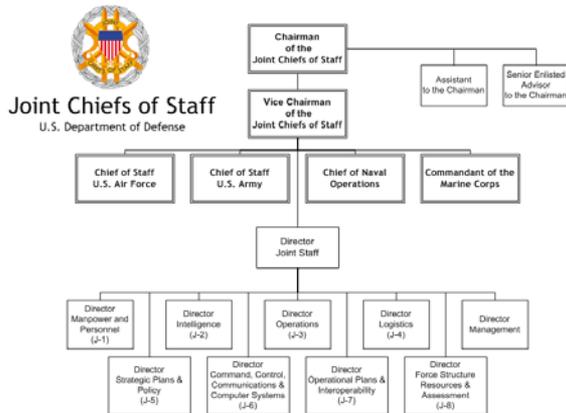


# OPERATIONAL KM

# Operational Knowledge Management



- Provides Good Staff Work
- Supports Commander's Decision Cycle
- Improves Situational Awareness
- Enables Action



# Good Staff Work



Louis-Alexandre Berthier  
Chief of Staff,  
French Army of Italy



Napoléon Bonaparte  
Commander  
French Army of Italy



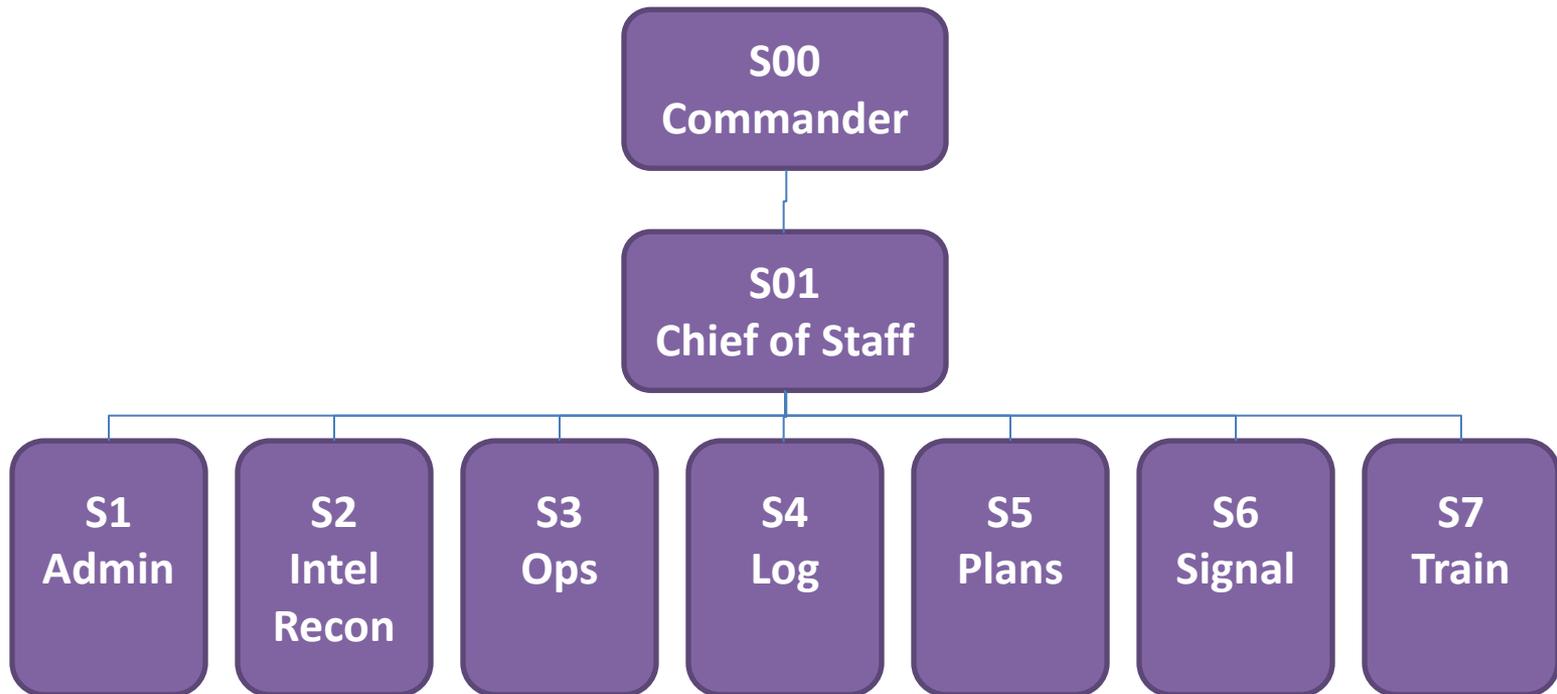
## Prussian General Staff System

- Assigned Technical Staff Officers
- Rotated Field and Staff Officers
- Trained at Military Academies

# Good Staff Work



## Napoleonic Staff System



# Data Velocity



## *Data Overloaded – Information Camouflaged*



**Napoleon**  
**1 wpm**  
Hand Note

**World War I**  
**30 wpm**  
Field Phone

**World War II**  
**60 wpm**  
Radio

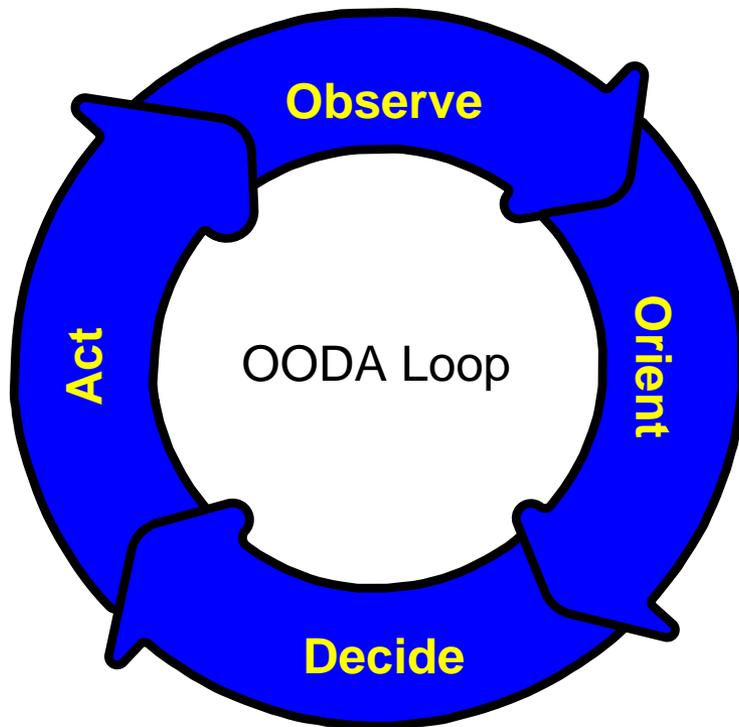
**Vietnam**  
**100 wpm**  
SATCOM

**Gulf War**  
**192,00 wpm**  
Networked  
Computers

**War on Terror**  
**1.5 trillion wpm**  
Wideband Datalinks



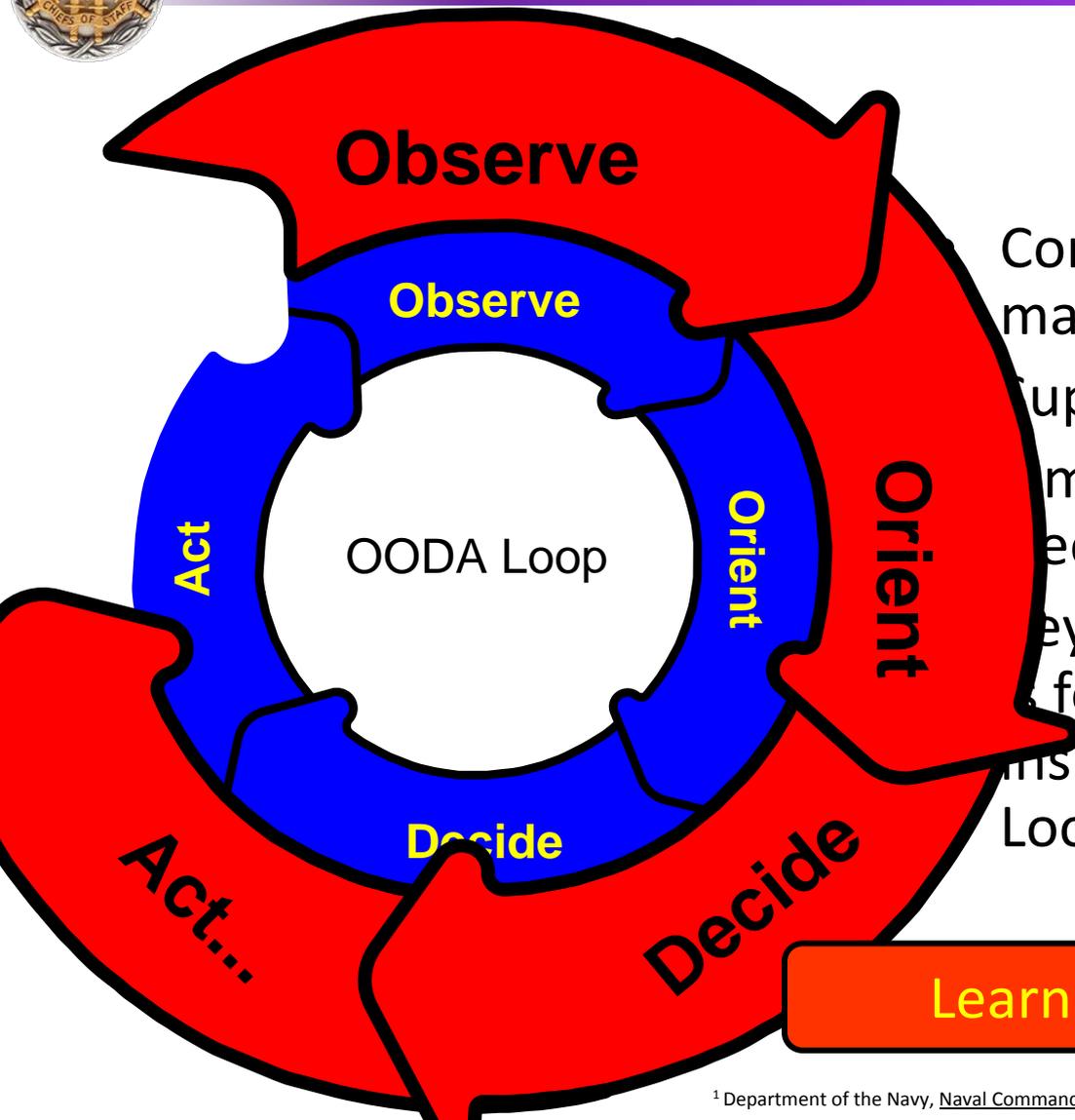
# Commander's Decision Cycle



- Commander and Staff's decision making process
- Supported by a Battle Rhythm
- Simple Process: Observe, Orient, Decide and Act (OODA) Loop<sup>1</sup>
- Key to Success on the Battlefield is for your OODA Loop to be inside of the Enemy's OODA Loop

<sup>1</sup> Department of the Navy, [Naval Command and Control](#), Naval Doctrine Publication 6, (Washington, DC: 19 May 1995), 18.

# Commander's Decision Cycle



Commander and Staff's decision making process

Supported by a Battle Rhythm

Simple Process: Observe, Orient, Decide and Act (OODA) Loop<sup>1</sup>

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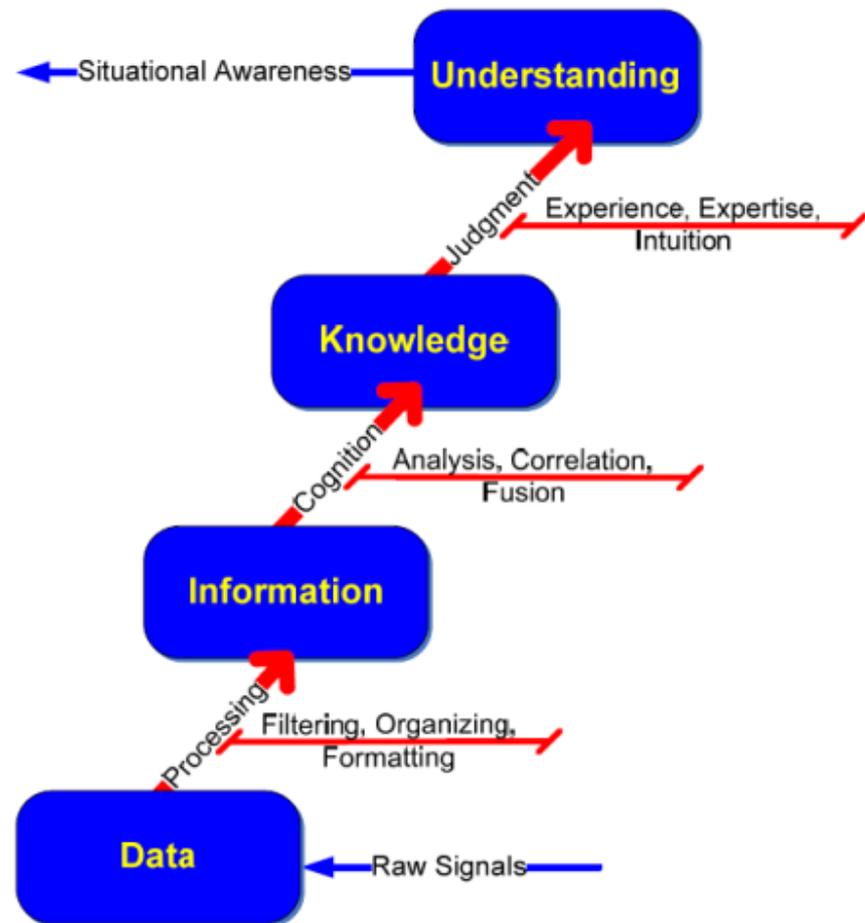
**Learn Faster than Your Enemy!**

<sup>1</sup> Department of the Navy, [Naval Command and Control](#), Naval Doctrine Publication 6, (Washington, DC: 19 May 1995), 18.

# Improve Situational Awareness



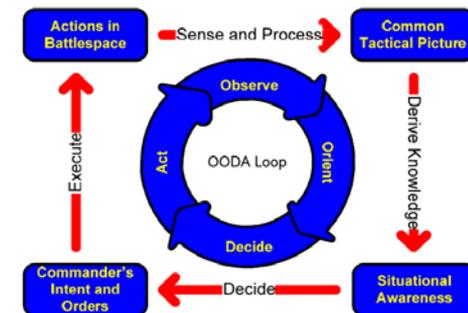
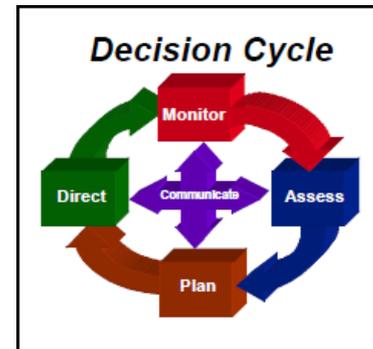
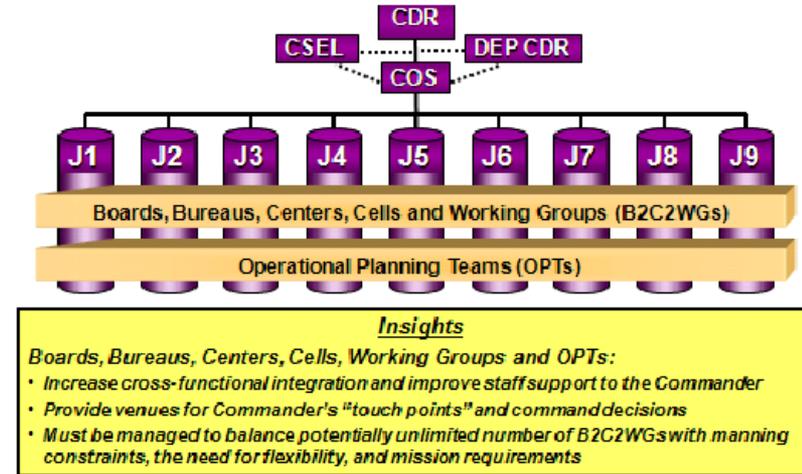
- March information up the cognitive hierarchy
- Get to the right person at the right time
  - Correct level of judgment
  - Actionable



# Enable's Action



- Through Information Sharing and Collaboration (B2C2WG)
- Using information as a weapon and collaboration tools as weapons systems
- Shape the Battle Rhythm to enable action at all levels of command





# **MILITARY CULTURES AND KNOWLEDGE MANAGEMENT**

# Service Requirements Drives Culture



**Navy**

- Fluid C2 (CWC)
- Flex Guidance



- OPTASK IM/KM
- Memorandum

**USMC**

- Ship to Shore C2
- Army vs Navy



- MCWP 3-40.2
- Annex K

**Army**

- Centralized C2
- Strong Doctrine



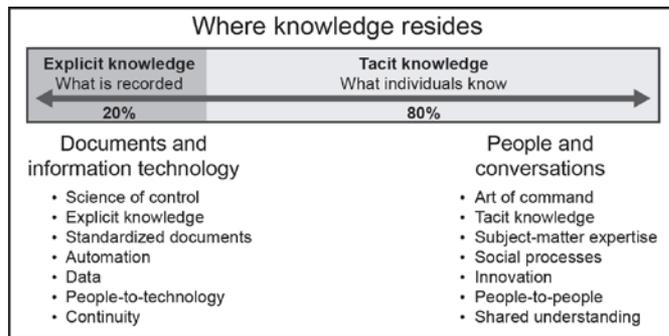
- FM 6-01.1
- KM Plans

**Air Force**

- Centralized C2
- Joint Enabler



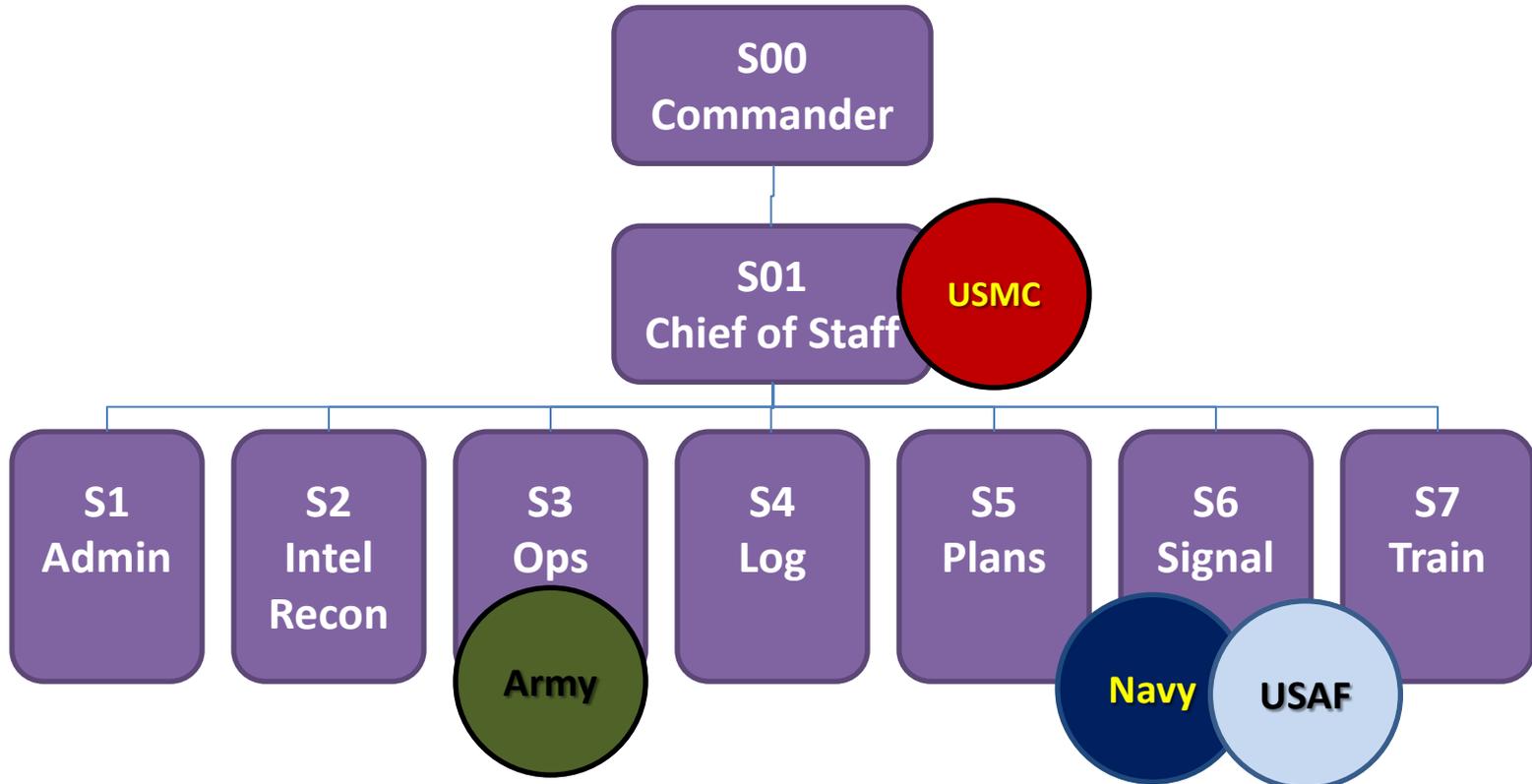
- AFD 33-3
- AFI 33-101



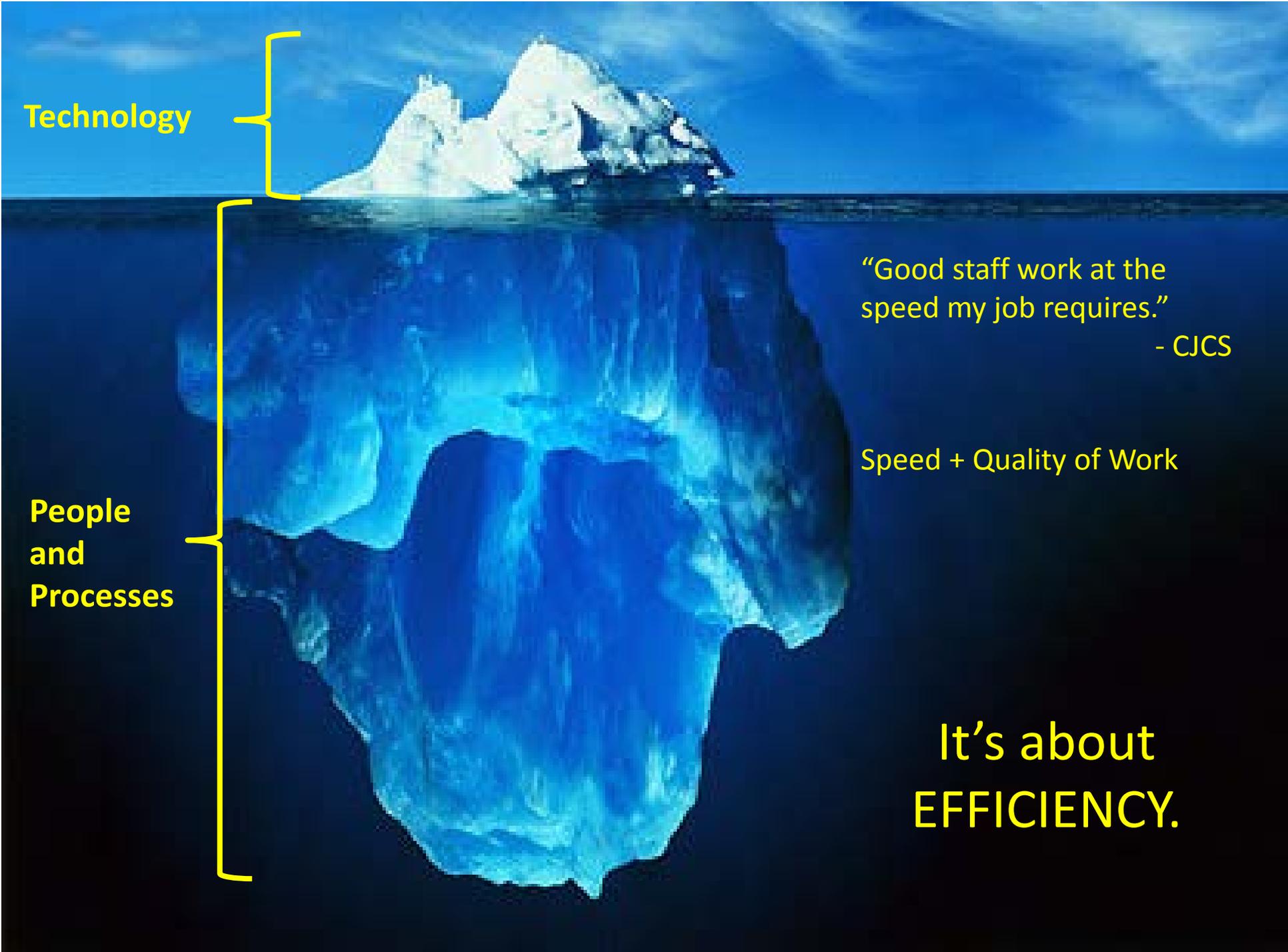
# Where does KM Reside



Generic Staff





An iceberg floating in a blue ocean under a blue sky. The tip of the iceberg is above the water line, while the vast majority of the iceberg is submerged below the surface. A yellow bracket on the left side of the image groups the submerged portion under the label 'People and Processes'. Another yellow bracket on the left side groups the visible tip under the label 'Technology'.

Technology

People  
and  
Processes

“Good staff work at the  
speed my job requires.”  
- CJCS

Speed + Quality of Work

It's about  
**EFFICIENCY.**



**QUESTIONS?**