Adopting Emerging Technology to Enhance Organizational Performance

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June 16, 2009

SSC Pacific … on Point and at the Center of C4ISR

Our Goals

- **Share experience of a collaborative group of analysts tasked with enhancing corporate situational awareness**

- **Relate one way to leverage Web 2.0 technology in pushing information to the "edge"**

- **Get your feedback and suggestions.**

"I'm going out. Can I bring you back any firsthand knowledge of the outside world?"

Outline

- **Background**

- **Overview of Corporate Strategy Group**

- **Environmental Scanning**

- **Leveraging Web 2.0 Technologies**

- **Concluding Thoughts**

Background

Space and Naval Warfare Systems Center, Pacific

- Navy C4ISR RDT&E, engineering, and fleet support center
- Navy Working Capital Fund (NWCF) with over $1.73B in annual funding
- Employs 3,700+ civilian and military personnel, and about the same number of contractors

Imperative for Situational Awareness

- SSC Pacific relies on revenue generated by projects it must bid & compete for
- Given this competitive environment, SSC Pacific leadership and workforce require information that facilitates decision-making, both in strategic & business development contexts

Corporate Strategy Group

- **What:** Collaborative team of non-technical analysts chartered in 2001 by senior leadership to address SA imperative

- **Why:** Provide open-source competitive intelligence to enhance situational awareness of SSC Pacific and fulfill the information needs of the organization

- **How:** Infrastructure and process centered around environmental scanning to gather and parse information, in addition to exchanges of information with contacts at different labs & agencies
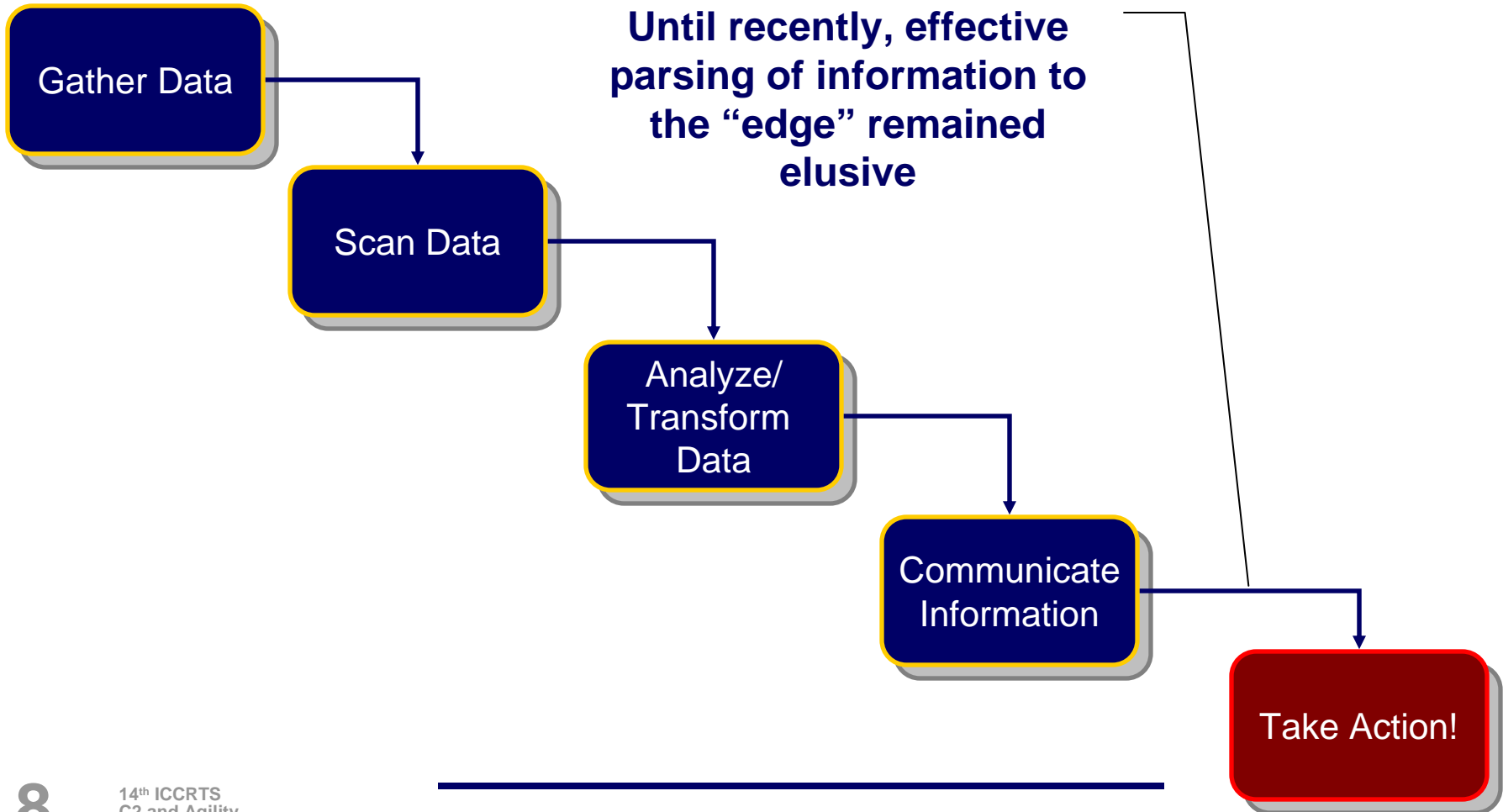
Environmental Scanning

The internal communication of external information about issues that may influence an organizations' decision-making process and used to maintain competitive advantage

Category	Definition/Purpose of Category
Top – Down Strategy	High level strategy of the federal government & updates on the current geopolitical environment
Transformation Update	Structural changes within the Department of Defense addressing the Global War on Terror and other large policy/strategy shifts
Requirements Changes	Policies, directives, and trends impacting, the technological, organizational, and budgetary requirements of the military
Budget Update	Status of federal budget, and future spending doctrine
Defense Infrastructure	Sublevels of the DoD;tracks the current events of such offices as the Joint Chiefs of Staff
Technology Trends	Technology & other trends in industry impacting Center business
Personnel/Organizational Changes	Relevant personnel & organizational changes within the federal government
Quickhitters	Flexible, catch-all category of information significant to leadership but which does not fit in any other category

Environmental Scanning Process

Decision Support Group	Customer(s)

Gather Data

Until recently, effective parsing of information to the "edge" remained elusive

Scan Data

Analyze/ Transform Data
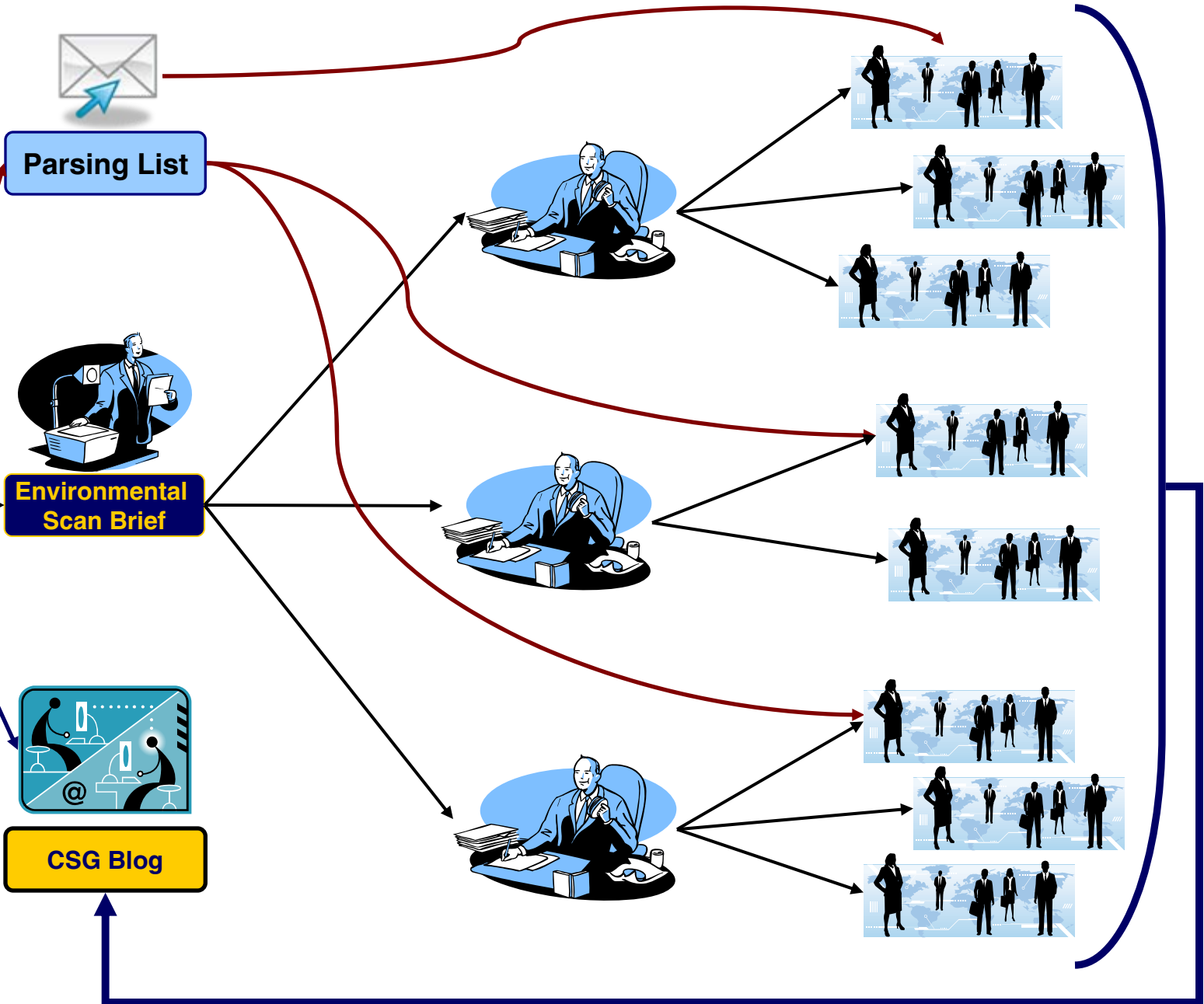
Communicate Information

Take Action!

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Web 2.0 tools have allowed us to bridge these gaps.

Research and Analysis

Parsing List

Environmental Scan Brief

CSG Blog

Corporate Strategy Group Update

Providing SSC Pacific with information and understanding of trends, events and other external developments that would benefit/inform the Center's strategic planning, project development and funding proposal efforts — the intersection of the Center with the 'rest of the world.'

Update on Irregular Warfare Efforts

By Jose Carreno on May 21, 2009 11:51 AM | No Comments | No TrackBacks

According to *Inside the Pentagon* (subscription only), Admiral Mullen, Chairman of the Joint Chiefs of Staff, will be providing the Secretary of Defense with an update on the idea of "institutionalizing irregular warfare as a core competency." This step continues the thread initiated by General Mattis, Commander of U.S. Joint Forces Command, to meet the demands posed by irregular warfare as described 11 March memorandum to Secretary Gates.

Specifically, *ITP* indicates that Admiral Mullen will be forming an IW working group to monitor the issues raised by General Mattis (click here for his recent remarks). Per the DoD directive on irregular warfare, JFCOM has responsibility for exploring the concepts and capabilities necessary to ensure U.S. forces can effectively prosecute IW. One of the ideas recommended by General Mattis was the establishment of National Center for Small Unit Excellence, which he views as a critical first step. *Inside the Pentagon* reports that this center is funded under the FY10 budget request at $21.7 million, with $145.2 million across the FYDP.

JFCOM has also established the Joint Irregular Warfare Center,

> ... to proactively coordinate, prioritize and provide subject matter expertise and partner on all IW matters. The JIWC integrates IW activities across DOD, multinational and interagency partners for joint IW concept development and experimentation, training, doctrines and capability development. It also executes JFCOM's responsibilities as the DOD executive agent for joint urban operations. In FY-09, the center has $7.8 million in operations accounts and $5 million in research and development; in FY-10 it is slated to receive $9 million in operations funding and $5.2 million in R&D.

This push for irregular warfare aligns with the Secretary's views on "balancing" DOD capabilities as espoused the ongoing QDR process and as articulated by his *Foreign Affairs* article. Irregular warfare was one of seven priority areas emphasized in the FY10 budget request, and this latest report by *ITP* further confirms the commitment of DoD resources to addressing irregular warfare.

Defense Secretary to Visit Bath Shipyard
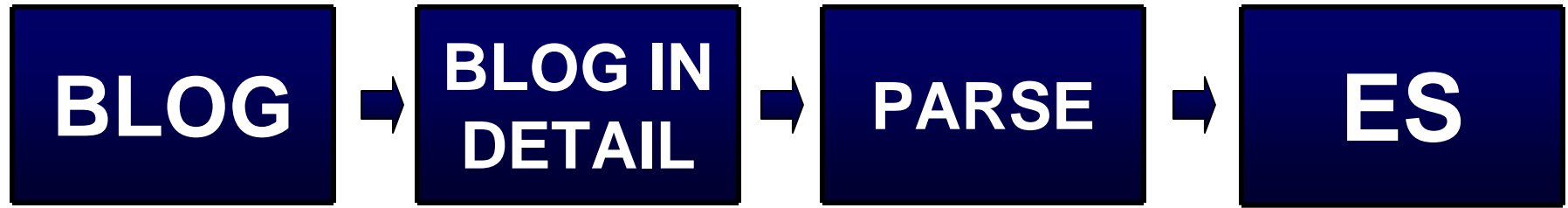
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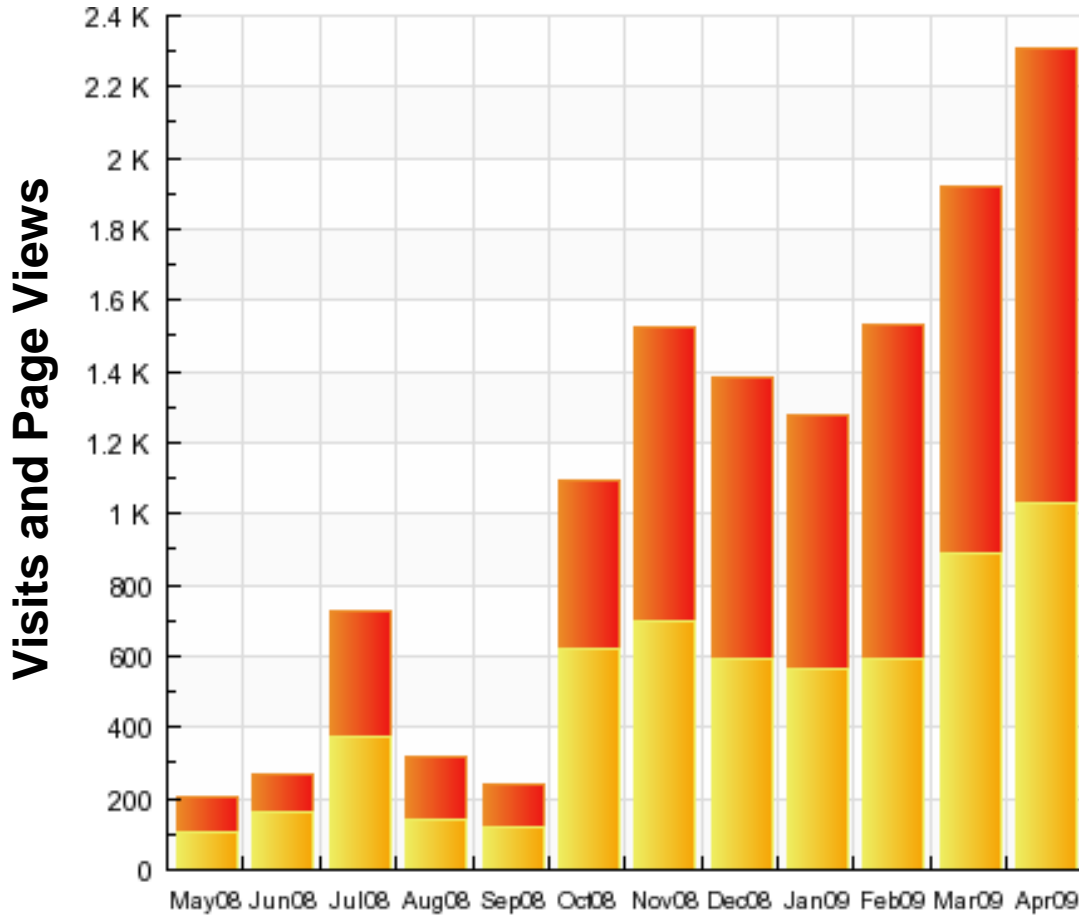
Web 2.0 Helps Address Three Issues

- ## Scalability
  - With a calibrated effort, the CSG has dramatically increased the number of people it reaches out to, including its sister activity SSC Atlantic and SPAWAR HQ

- ## Flow of Information
  - Periodicity of providing information has shifted from monthly to continuous, allowing for a constant stream of information to the workforce

- ## Effective Method for Communicating Information
  - A methodology to blog information, parse it, and then brief it has been adopted, shifting medium of communication from a single brief to an easily accessible and interactive medium

"Frankly, we were looking for someone who's able to think outside the blog."

Lessons and Conclusions

- **"Top-Down" model had serious limitations**

- **"Bottom-up" approach adopted to overcome these issues, with potential for reaching a wider-audience**

- **Web 2.0 tools useful, if applied with proper guidelines and business rules**

- **Level of expectation among leadership has changed from "have you heard about" to "what are you doing about"**

Questions?

Backups

Notional CSG Product Line

CSG Research and Analysis

Environmental Scans (SPM & Website)
↳ Senior Leadership

Open Source Website (SSC Intranet)
↳ General Audience

Parsing
↳ Individuals

Parsing (Push)
↳ Formal COI List

Listserv (Pull)
↳ Subscription List

Topical Briefings (Direct)
↳ Tech Codes, BDB

CSG Update (Weblog)
↳ General Audience

Proposal Preparation
Guide Roadmap
Website

Traditional Approach not Wide Reaching

- Environmental scan brief served as primary vehicle to deliver information
  - Presented at Strategic Planning Meetings & at departmental meetings, primarily to senior leadership
  - Briefs & background material posted on internal website for access by others in organization
- Dissemination relied on "trickle-down" effect, with executives directing their staff to information deemed valuable
  - Unfortunately, degree of dissemination remained minimal
- Developed a parsing list to push information directly to those involved in projects

"Top-Down" Model Had Serious Limits