

# **INFORMATION CAPTURE AND KNOWLEDGE EXCHANGE: THE GATHERING, TESTING AND ASSESSMENT OF INFORMATION AND KNOWLEDGE THROUGH EXPLORATION AND EXPLOITATION**

**This brief does not reflect Government or Individual Policy or Opinions. It reflects open source, discursive views taken from many quarters and is provided on the bases of 'trust' to stimulate debate and discussion.**

**14<sup>th</sup> ICCRTS**

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# THE ICKE & THE IVE...

- ICKE Pronounced 'Ike' in honour of President Eisenhower, who gave us the complex and adaptive understanding of planning:  
**“in preparing for battle...plans are useless but planning is indispensable”.**
- Information Vectored Exchange, pronounced 'Ivy', hence the “Ike and the Ivy”.



# Rules 1 and 2...

- **Rule 1**: Do not fall into the “Knowledge is Communication is Information is Data (KCID) Trap”.
- **Rule 2**: Do not pronounce KCID backwards (as in the “**D\*\*\* Trap**”) amongst polite audiences!!!



# Observations...

- We fear Knowledge Management has become an oxymoron dominated by non-empirical, ascientific managerialism – ‘think bubbles’.
- The 9/11 and Butler Reports both tell us to:
  - “Share Information” and create “Trusted Information Networks”...Have We?
  - “Encourage dissent or minority hypotheses or uncertainty within / to majority reporting”...Have We?
- Yet, despite the psycho-babble (and some CIOs), the US Army, amongst others, has done good work. Have we looked and learned...?



# Knowledge Management...

- Based on US Army KM Principles, Army Knowledge On-Line (AKO):
  - ‘A cross-disciplinary organic enterprise connecting and integrating social, cultural, communication and technical processes – including trust, obligation, commitment, and accountability – to facilitate creative learning and adaptation and leverage information capture and knowledge exchange (ICKE) by connecting communities ‘who-need to-know’ with those ‘who-need-to-share’ with those ‘who-need-to-use (3NM)’.



# Rule 3...

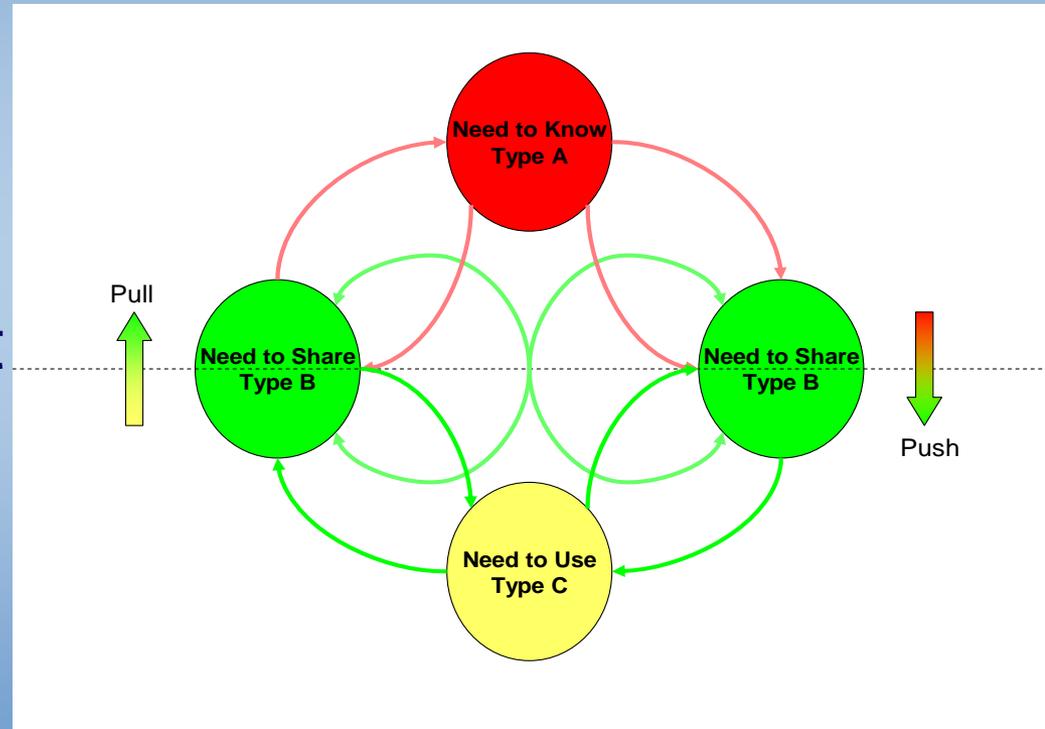
- **Rule 3**: “Knowledge is social [Bunge] and like Information is costly to Acquire and Use [Szilard]”
  - Think Razvédka Bóyem: “the gathering, testing and assessment of information and knowledge through exploration and exploitation (battle)”.
  - Hence ICKE: “the active capture of information (IC) and social exchange of knowledge (KE)”



# Three Needs Model (3NM)

What is the pull through – where is the Need to Use; that justifies us sharing? Oh, and by the way, Need to Know does not go away...hence the Three Needs Model:

“Need-to-Know; Need-to-Share; Need to Use”



# Communities of Interest or Influence...?

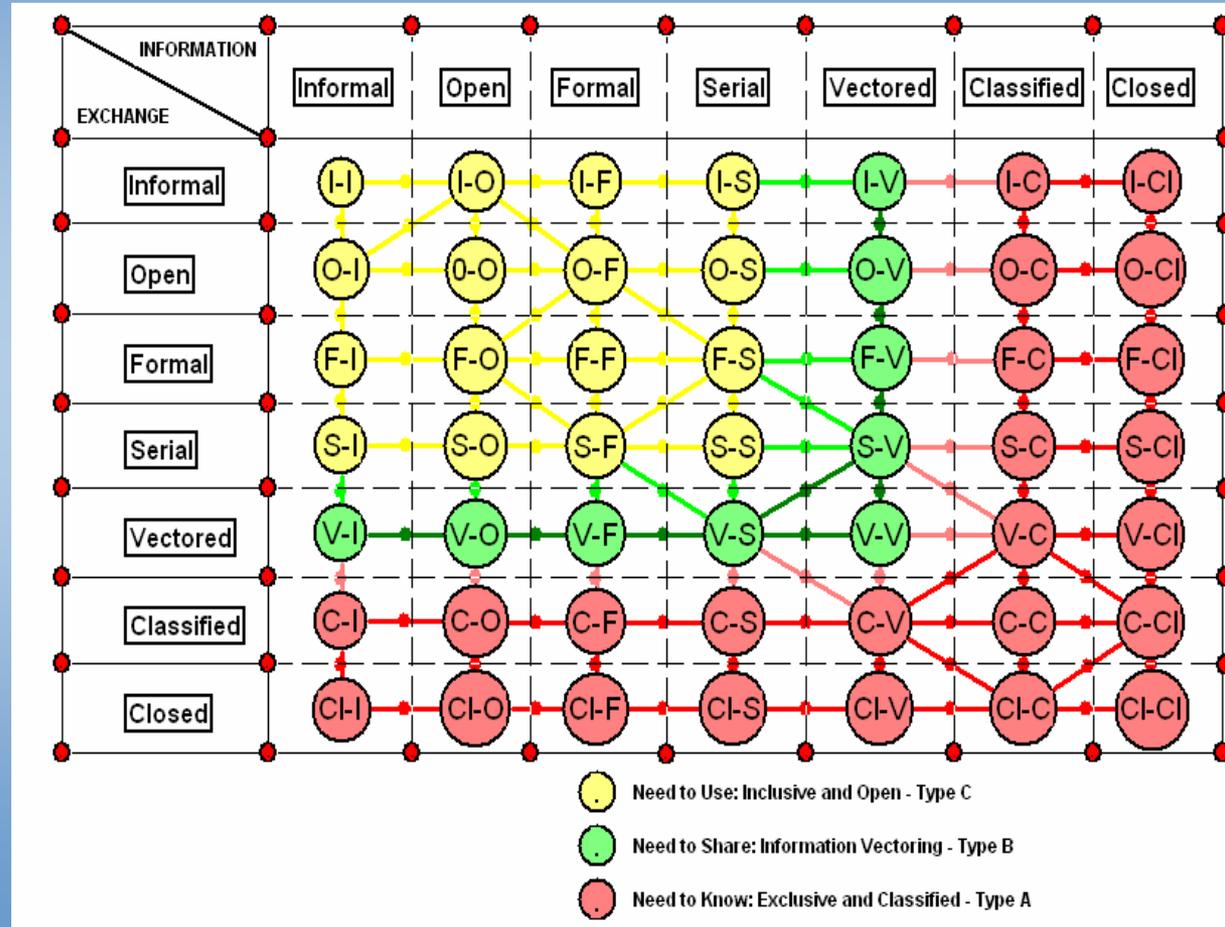
- Based again, largely, on ‘US-UK in house thinking and doctrine’ – are we reading and learning (if not why not (KM...?)?):

‘Distributed, collaborative and inclusive groupings working to discover, synthesize and exchange knowledge (KE) through the sharing of information (IC) in order to: take better decisions; implement change and create effects.’



# IVE...

- How do we envisage Information Flows?
  - And Places?
  - And Op Sec?
- How do we vector Information (...Knowledge)?
- What is a Knowledge Network?



# Back to Ike...

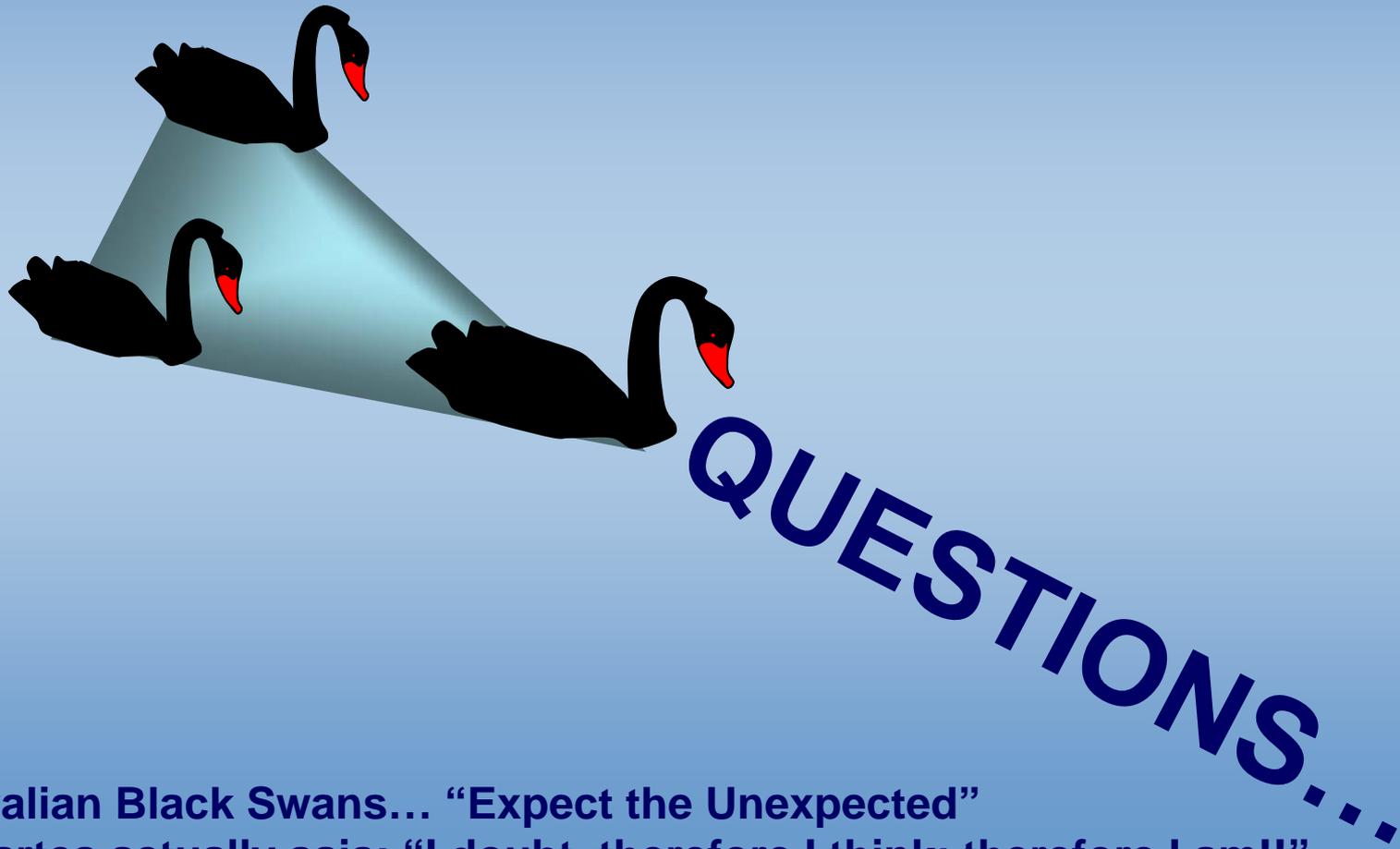
“We have been measuring things instead of designing, planning, conceptualising, researching, learning, sensemaking (‘planning is part of sensemaking’, [Alberts]) and instrumenting: **in preparing for battle...plans are useless but planning is indispensable**”.



# If we get ICKE, KM, 3NM Col right...

- Can We:
  - Collaborate at range – Transparencies; not Transparency?
  - Learn from each others' failures – instrument failures not successes?
  - Change...and Adapt...and Learn?
  - Envisage what a CAS Model might look like?
  - Visualise complexity?
  - Select and organise for adaptation?
  - Avoid Strategic Defeat....(Battles v Wars)?





Australian Black Swans... “Expect the Unexpected”  
Descartes actually said: “I doubt, therefore I think; therefore I am!!”