A large bronze statue of George Washington in profile, facing right, stands on a pedestal. He is wearing a military-style coat and holding a sword in his left hand. The background shows a modern building with large windows and a clear sky. The entire image has a color gradient overlay, transitioning from yellow at the top to green at the bottom.

Operationalizing  
**Agility**

17th ICCRTS  
Fairfax, VA, USA  
June 19–21, 2012

## TRACK 2

# APPROACHES AND ORGANIZATIONS

# Track 2: Approaches and Organizations

## The Fifth Bin

—

# Opportunity to Empower the National Four Bin Analysis Discussion

Russell E. Bryant

PEO IWS-2DI

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# OUTLINE

- **BLUF**
- **FOUR + ONE FRAMEWORK**
  - **STEP THROUGH THE 5 PIECES**
  - **CONNECTING THE PIECES**
  - **DIFFERING VIEWS OF THE FRAMEWORK**
- **SYMPOSIA CONTRIBUTIONS**
- **WII-FM - THE SO WHAT**
- **SUMMARY**
- **QUESTIONS**

# BLUF

- **Look beyond the Basic and Familiar**
- **Find the Representative Tracking Factors**
- **Consider other Perspectives and Terms of Reference**
- **Look for the Networks**
- **REMEMBER – People are Always Involved at Several Levels – Early Development of All Personnel**
- **Look for the BIGGER Picture of Context**
- **PEOPLE Under-write all aspects of a Framework**

# THE FOUR ELEMENTS ' + 1 '

PEOPLE

FIRST RATE EQUIPMENT



- Efficiencies
- All Defense Operations TTPs & CONOPs Cost Drivers
- Return On Investment Analysis of Limited Utility Missions, Capabilities & Programs
- QDR Strategy Modifications



TRAINING & READINESS

LEADER DEVELOPMENT

QUALITY  
PROGRAMS

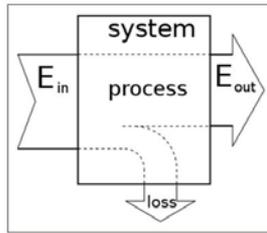
- The 'Fifth' Element

# “1) additional efficiencies”

Former SecDef Gates, May 18, 2011

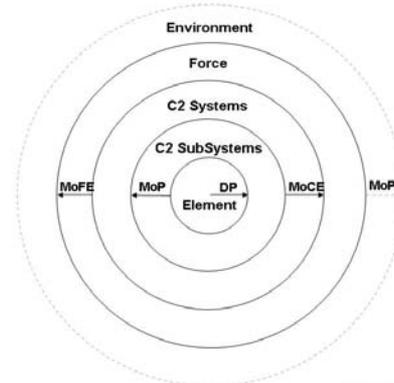
## One View of System ‘η’

- $\text{Effort}_{\text{out}} / \text{Effort}_{\text{in}}$   
= ‘System Efficiency’
- Challenge:
  - Setting the boundary / constraints limits
  - ? Correct ‘η’ Measures ?
- Opportunity:
  - Re-establishing better efficiency measures
  - Aligned to ‘system’ performance
  - Including ‘Personnel’



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## RELATIONSHIPS OF MEASURES OF MERIT

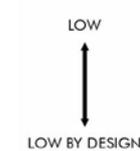


SOURCE: NATO CCBP – Code of Best Practice for C2 Assessment, DoD CCIP, Washington DC July 2004, Figure 5.1, P. 93.

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## THE SPECTRUM OF LEADERSHIP AND MANAGEMENT

INDUSTRIAL AGE



INFORMATION AGE



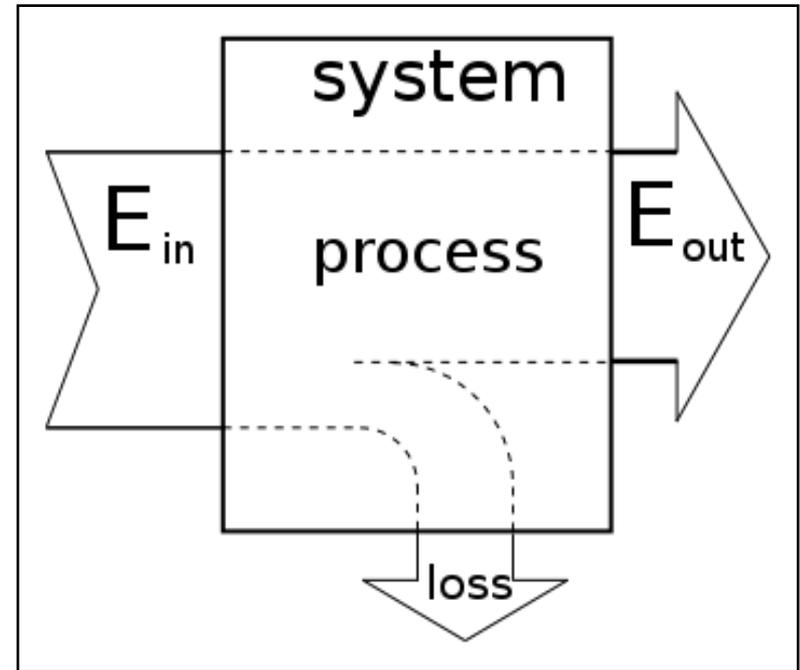
SOURCE: “THE AGILE ORGANIZATION”, ATKINSON & MOFFAT, CCIP, 2006, Fig 5.2, p. 120.

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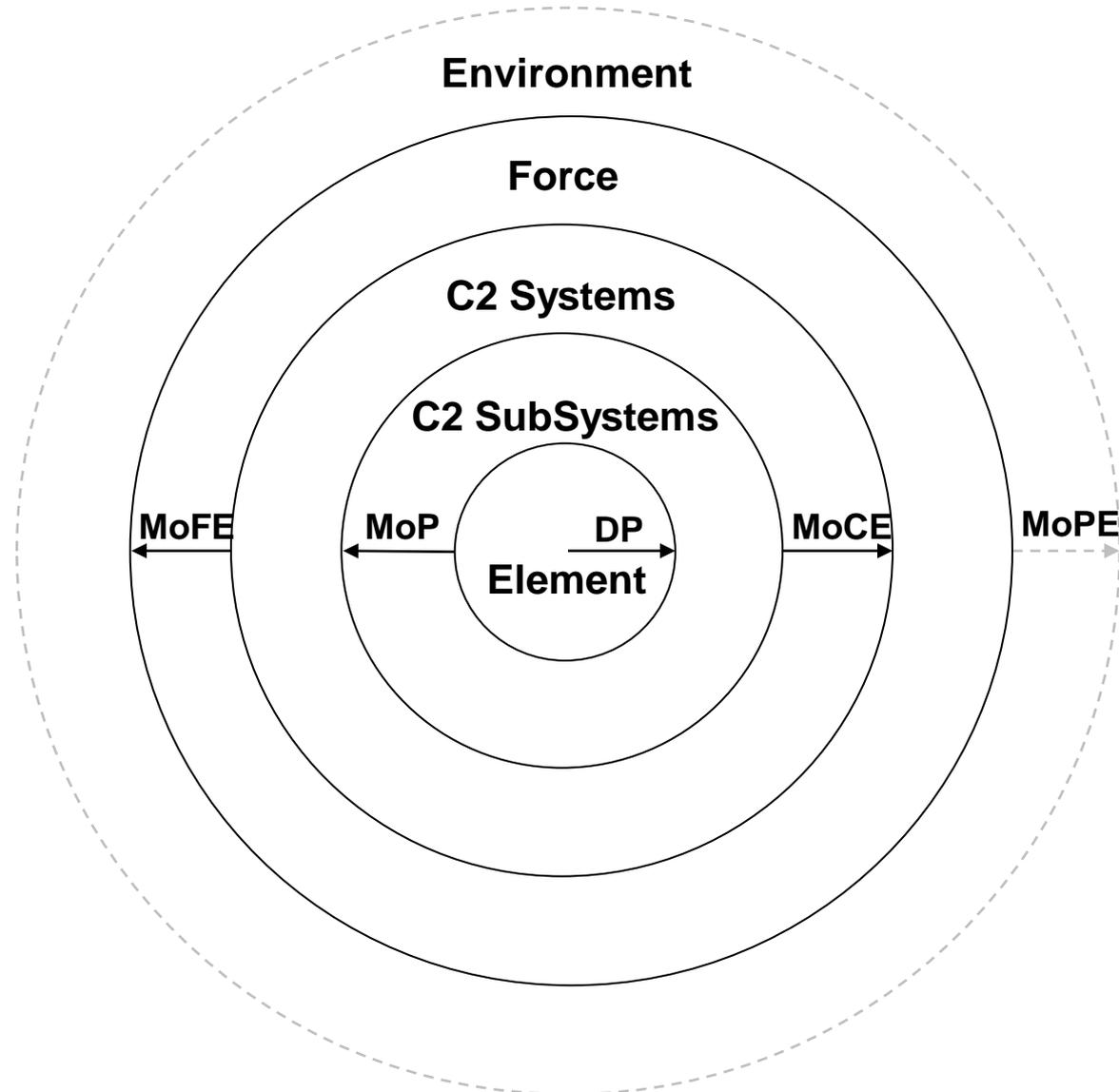
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# RELATIONSHIPS OF MEASURES OF MERIT



# THE SPECTRUM OF LEADERSHIP AND MANAGEMENT

INDUSTRIAL AGE

LOW



LOW BY DESIGN

AGILITY OF  
MANAGEMENT PROCESS



AGILITY OF  
SYSTEM

INFORMATION AGE

HIGH BY DESIGN



HIGH

# “2) serious examination of established policies, programs, processes and mandates driving the dramatic increase in defense operating costs”

Former SecDef Gates, May 18, 2011

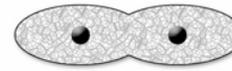


## NETWORK TYPES – ANOTHER VIEW

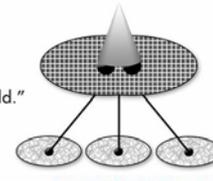
Self-organized Scale Free Network and a key hub.



Scale Free Networks overlap.



Scale Free Networks become closer. Formal organizations evolve to provide linking rule base. Associated Scale Free Networks become formalized and so “Small World.”

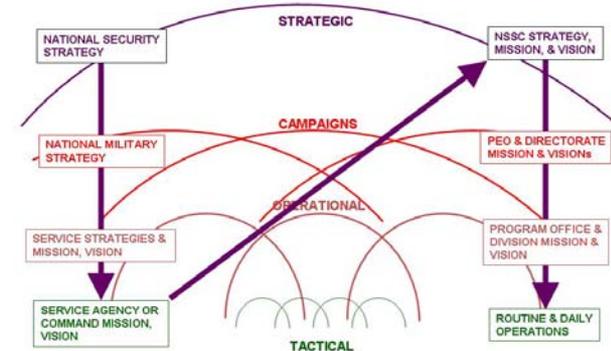


New formal organizations and their rules provide context for new self-organizing Scale Free Networks to spawn, and so on...

SOURCE: “THE AGILE ORGANIZATION”, ATRINSON & MOFFAT, CCRP, 2006, FIG 45, p. 113.

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## A Visualized Framework - STRATEGIC THROUGH TACTICAL

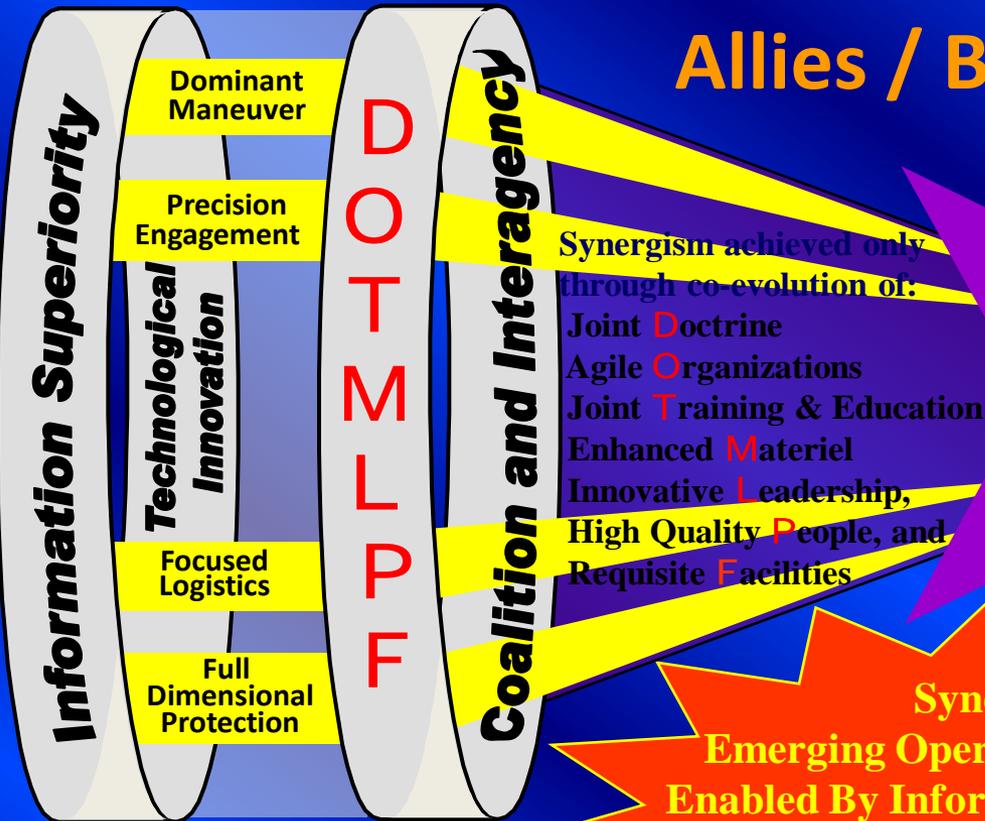


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# Full Soft/Hard Power Dominance

For ALL Govt / NGO / IGO  
Allies / Businesses



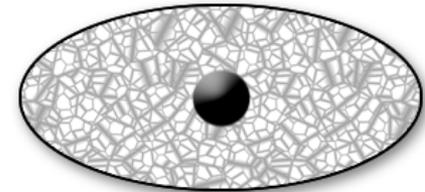
**Full  
Soft/Hard  
Dominance**

**Synergy -  
Emerging Operational Concepts  
Enabled By Information Superiority  
And Technological Innovation ...  
Fused Through Co-evolution of  
DOTMLP-F**

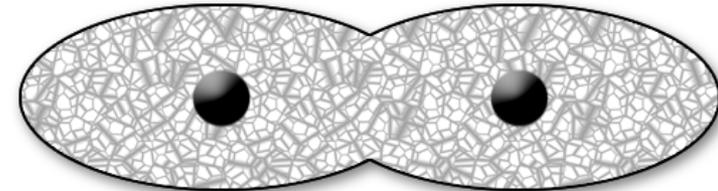


# NETWORK TYPES – ANOTHER VIEW

Self-organized Scale Free Network and a key hub.

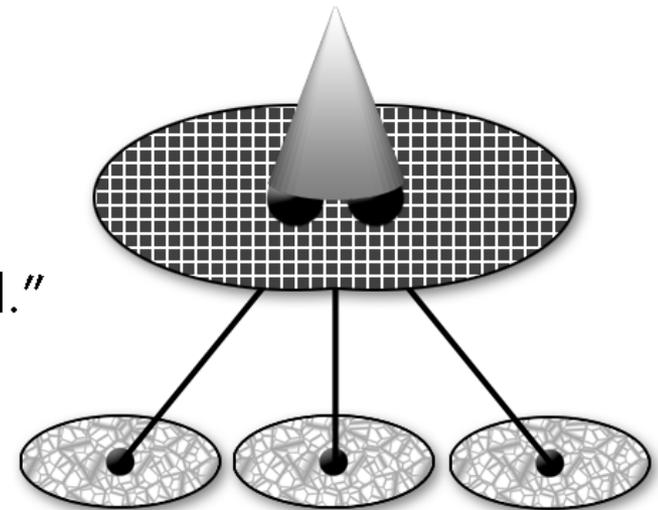


Scale Free Networks overlap.

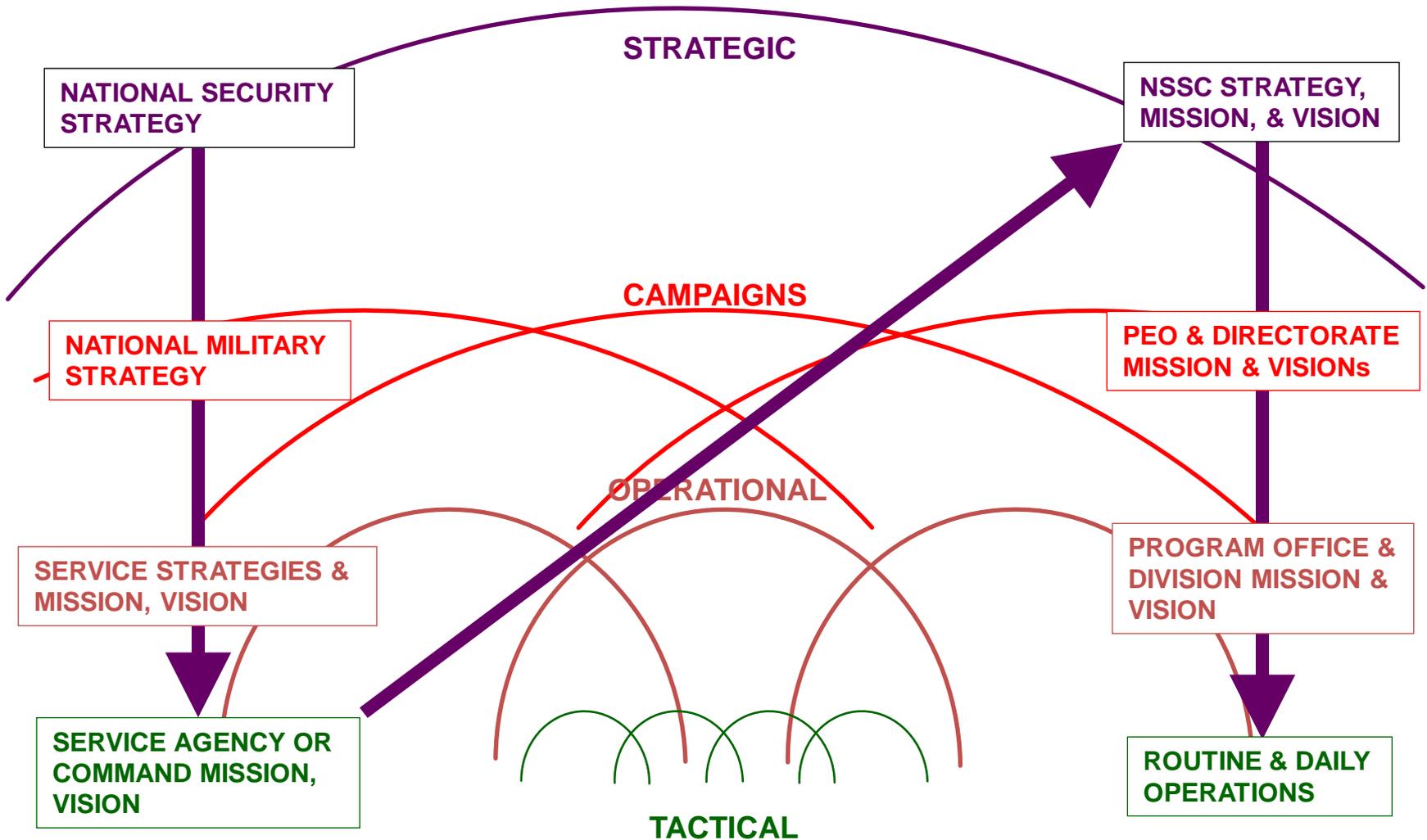


Scale Free Networks become closer.  
Formal organizations evolve to provide  
linking rule base. Associated Scale Free  
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New formal organizations and their rules  
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# A Visualized Framework - STRATEGIC THROUGH TACTICAL

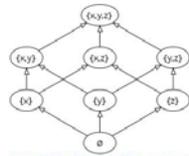
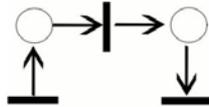


# “3) options to reduce or eliminate marginal missions and capabilities, specialized and costly programs with limited range of circumstance/contingency utility”

Former SecDef Gates, May 18, 2011

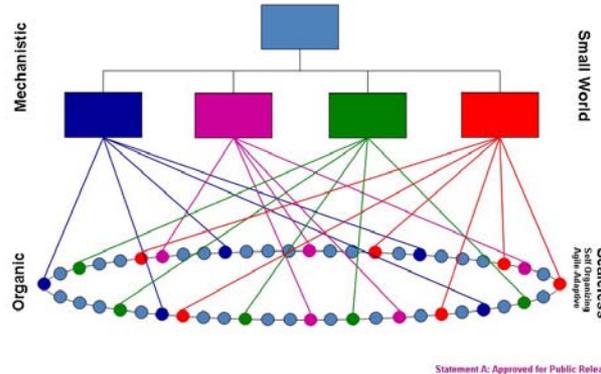
## CAUSE AND EFFECT NETWORKS

- Influence Nets
  - demonstrate interactions
- Acyclic Graphs
- A diagram
- Extensibility & Complexity
  - go up very quickly



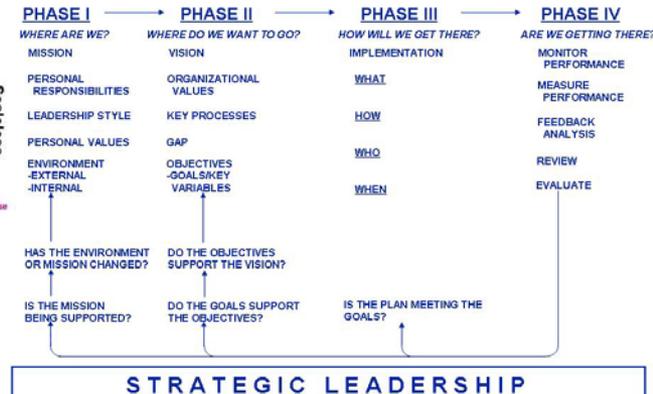
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## ‘FUTURE ORGANIZATION?’ – THE AGILE EDGE



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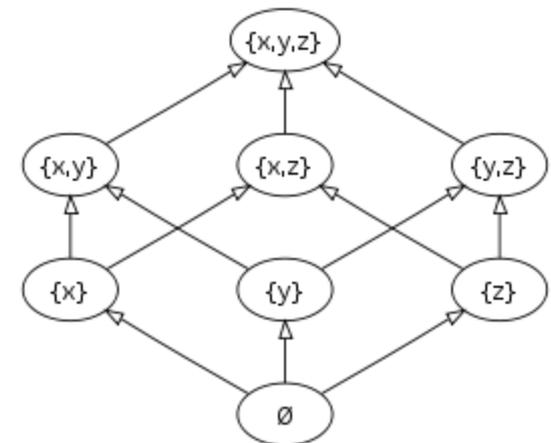
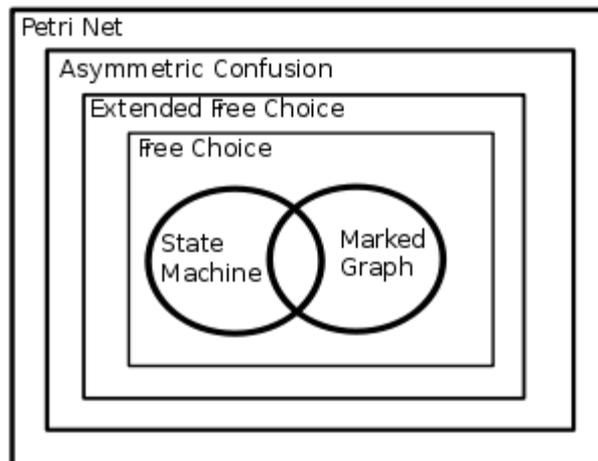
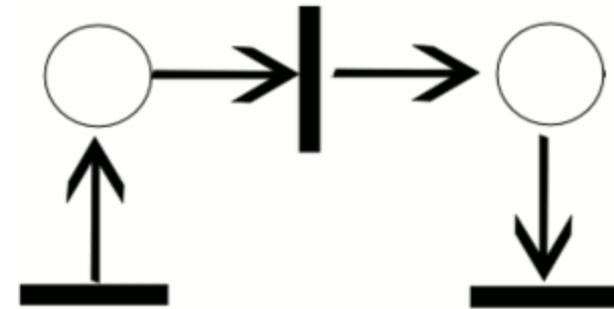
## FRAMEWORK FOR STRATEGIC PLANNING



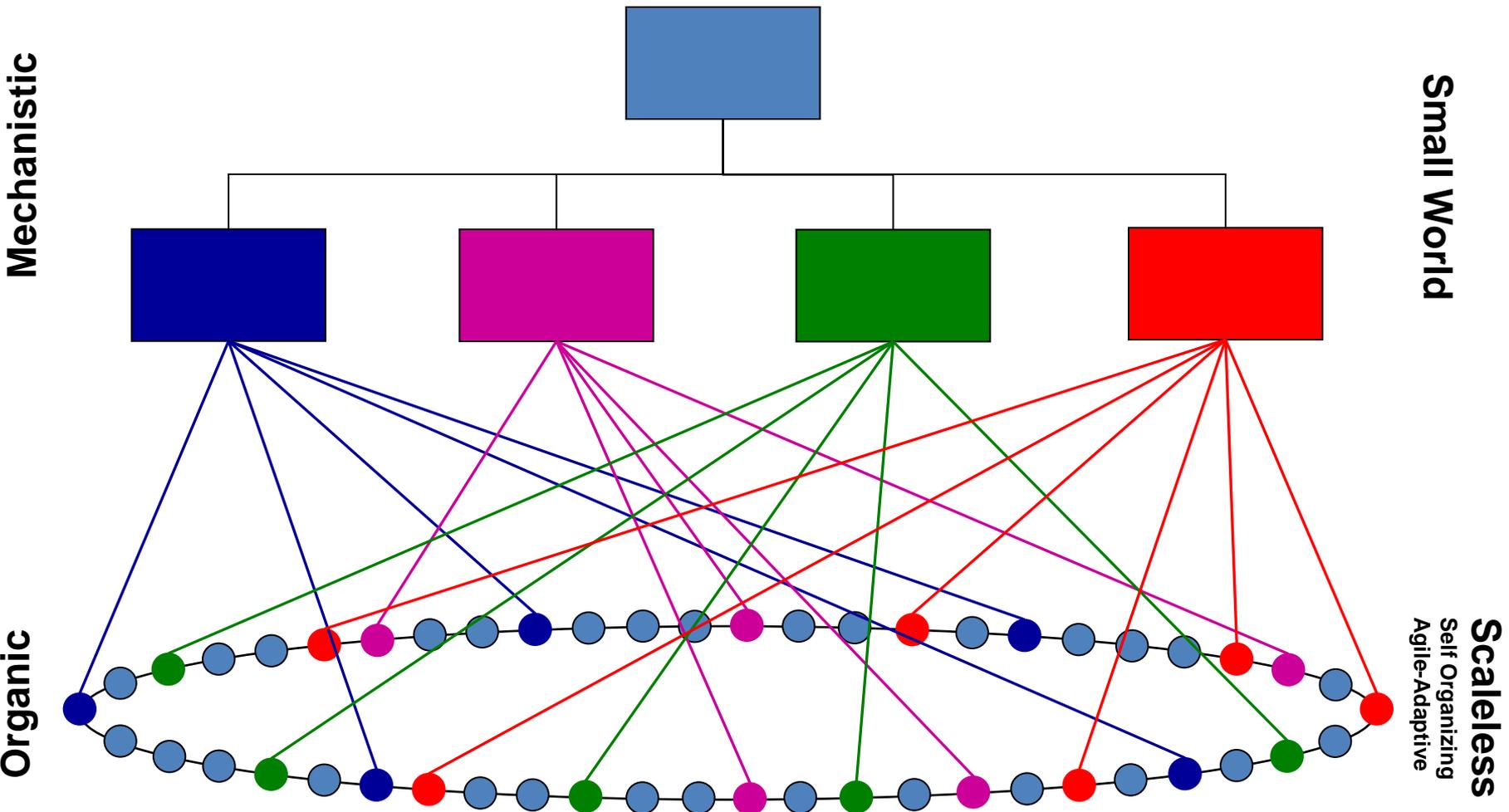
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# CAUSE AND EFFECT NETWORKS

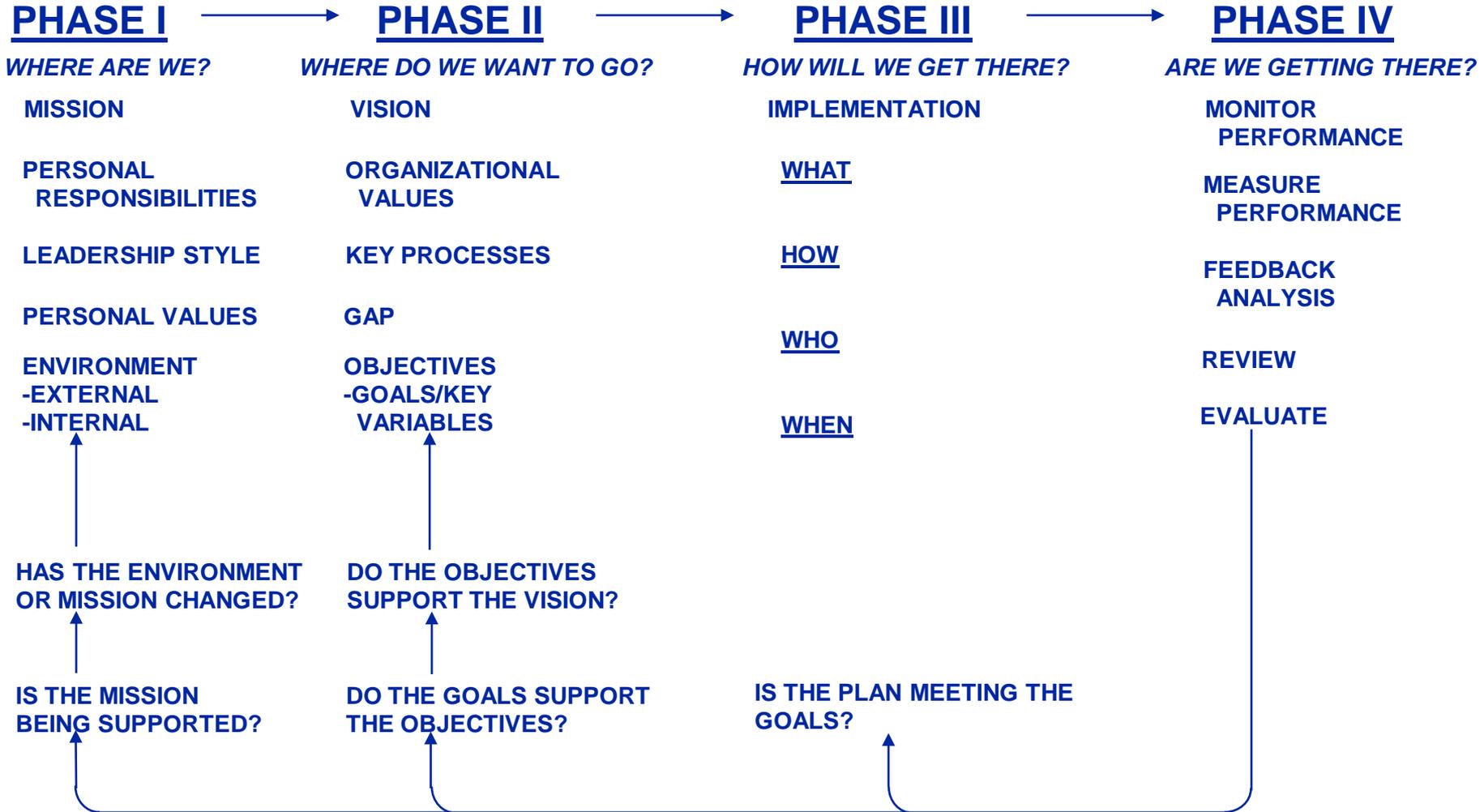
- **Influence Nets**
  - demonstrate interactions
- **Acyclic Graphs**
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- **Extensibility & Complexity**
  - go up very quickly



# 'FUTURE ORGANIZATION?' – THE AGILE EDGE



# FRAMEWORK FOR STRATEGIC PLANNING



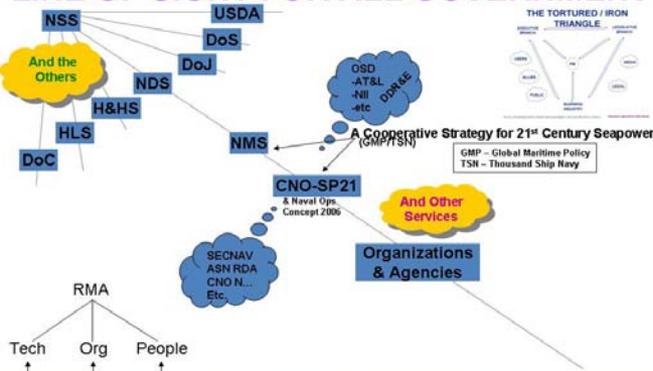
**STRATEGIC LEADERSHIP**

# “4) specific alternative modifications to the QDR strategy that translate into options for reductions in force structure or capability needed to execute the strategy”

Former SecDef Gates, May 18,

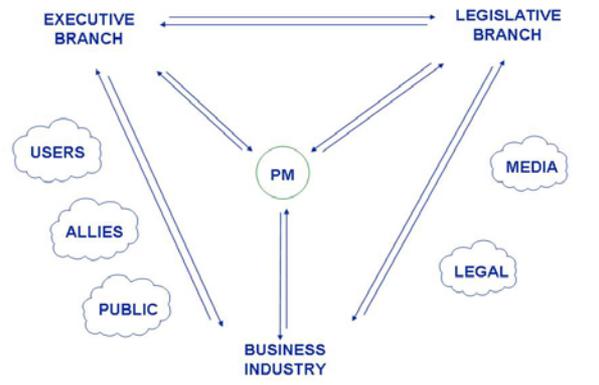
2011

## LINE OF SIGHT FOR ALL GOVERNMENT



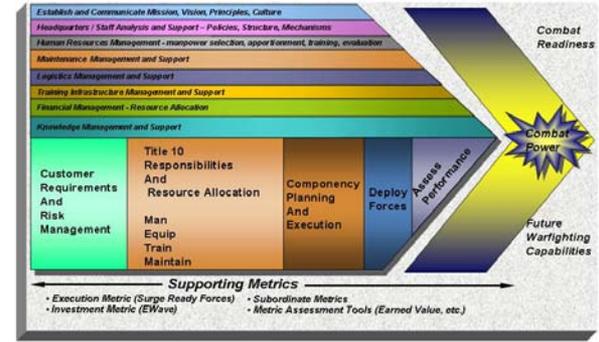
Needed: Specialists at Being Generalists – Adaptability Across Organizations

## THE TORTURED / IRON TRIANGLE



Source: Fig 1-1 The Program Manager's Environment. \*Introduction to Defense Acquisition Management v1.0\* by John K. SORNA, CRCM, Ft. Belvoir, VA, 2002 188 p. 4. Statement A: Approved for Public Release

## Tools and Metrics Fleet Forces Value Chain Enterprise Mission

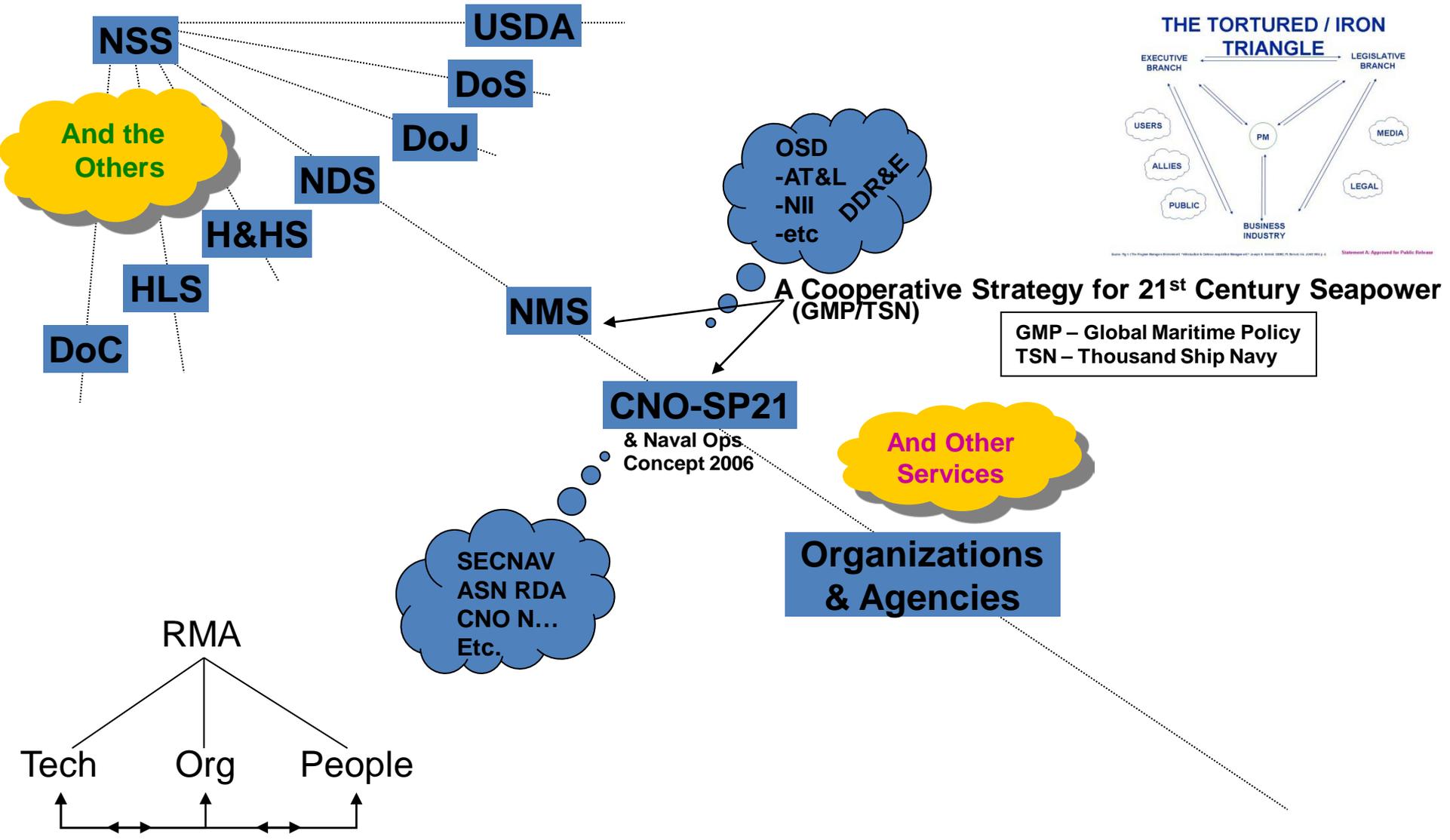


Customers: COCOMS and CNO (+)

VALUE CHAIN AS A NETWORK OR INFLUENCE NET

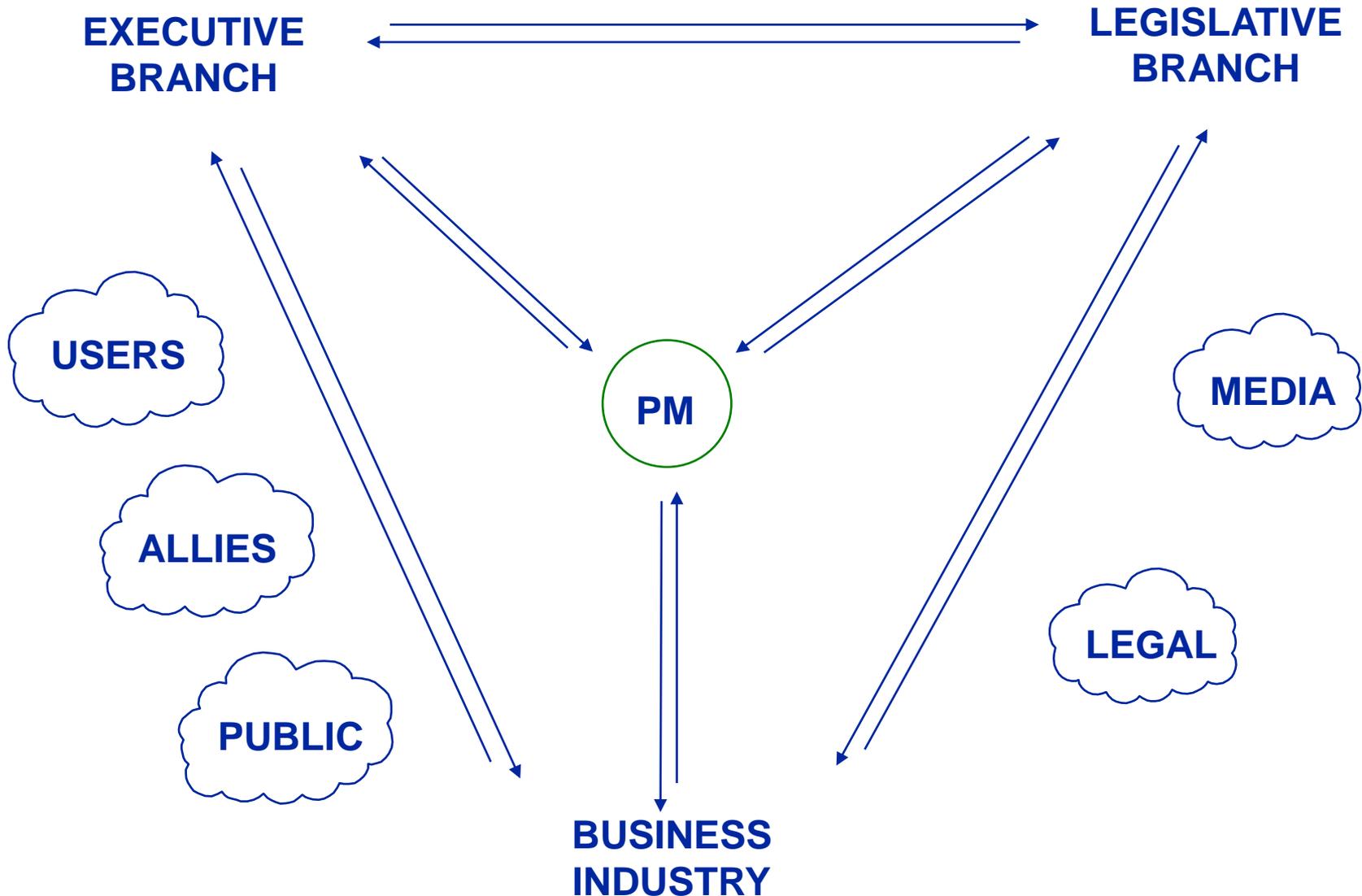
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# LINE OF SIGHT FOR ALL GOVERNMENT



**Needed: Specialists at Being Generalists – Adaptability Across Organizations**

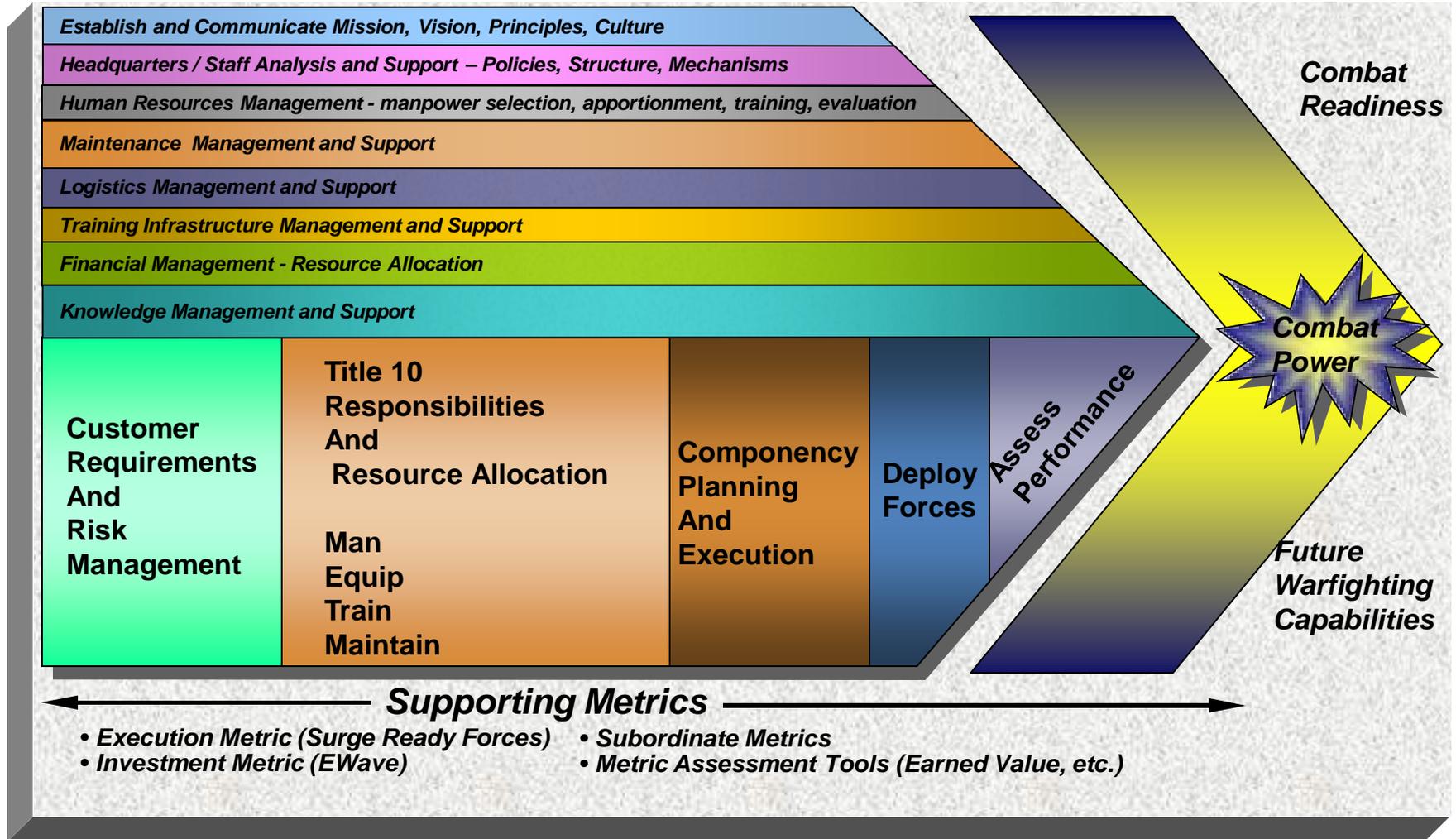
# THE TORTURED / IRON TRIANGLE



# Tools and Metrics

## Fleet Forces Value Chain

### Enterprise Mission



**Customers: COCOMS and CNO (+)**

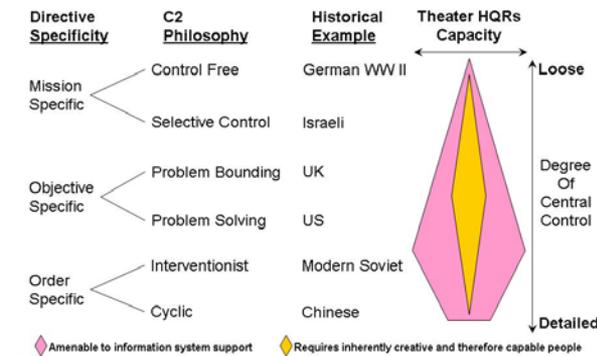
**VALUE CHAIN AS A NETWORK OR INFLUENCE NET**

# 5<sup>th</sup> Element – Personnel:

## The correct ones, with the correct capabilities, for the environment and context

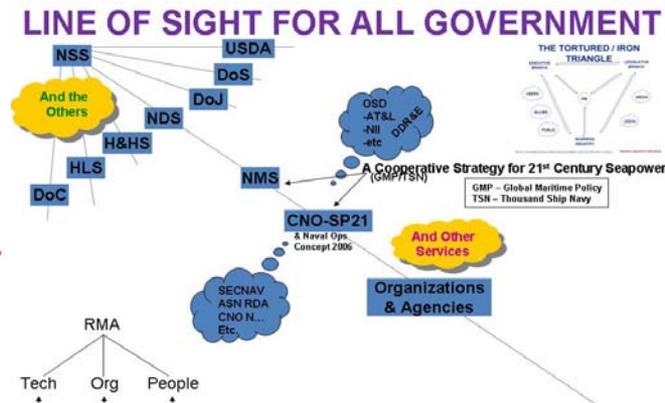


### HISTORICAL CHOICES AMONG C2 SYSTEM PHILOSOPHY



Source: Understanding Information Age Warfare; Alberts, et al.; CCRP, Washington DC, 2001; Figure 64, p. 178.

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Needed: Specialists at Being Generalists – Adaptability Across Organizations

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# *The Foundation for the Future*

**PEOPLE**



**FIRST-RATE EQUIPMENT**



**QUALITY  
FORCES**

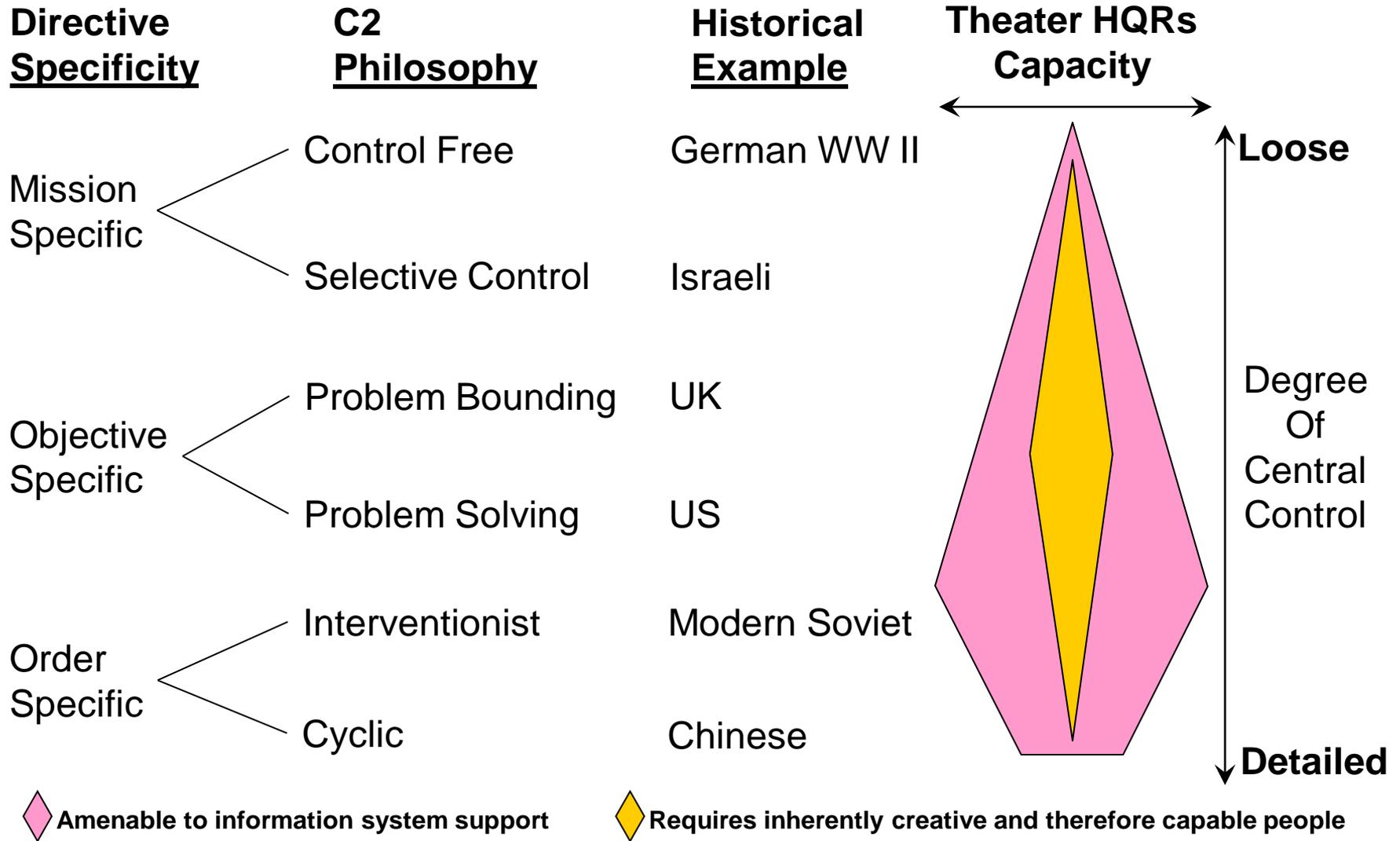


**TRAINING & READINESS**

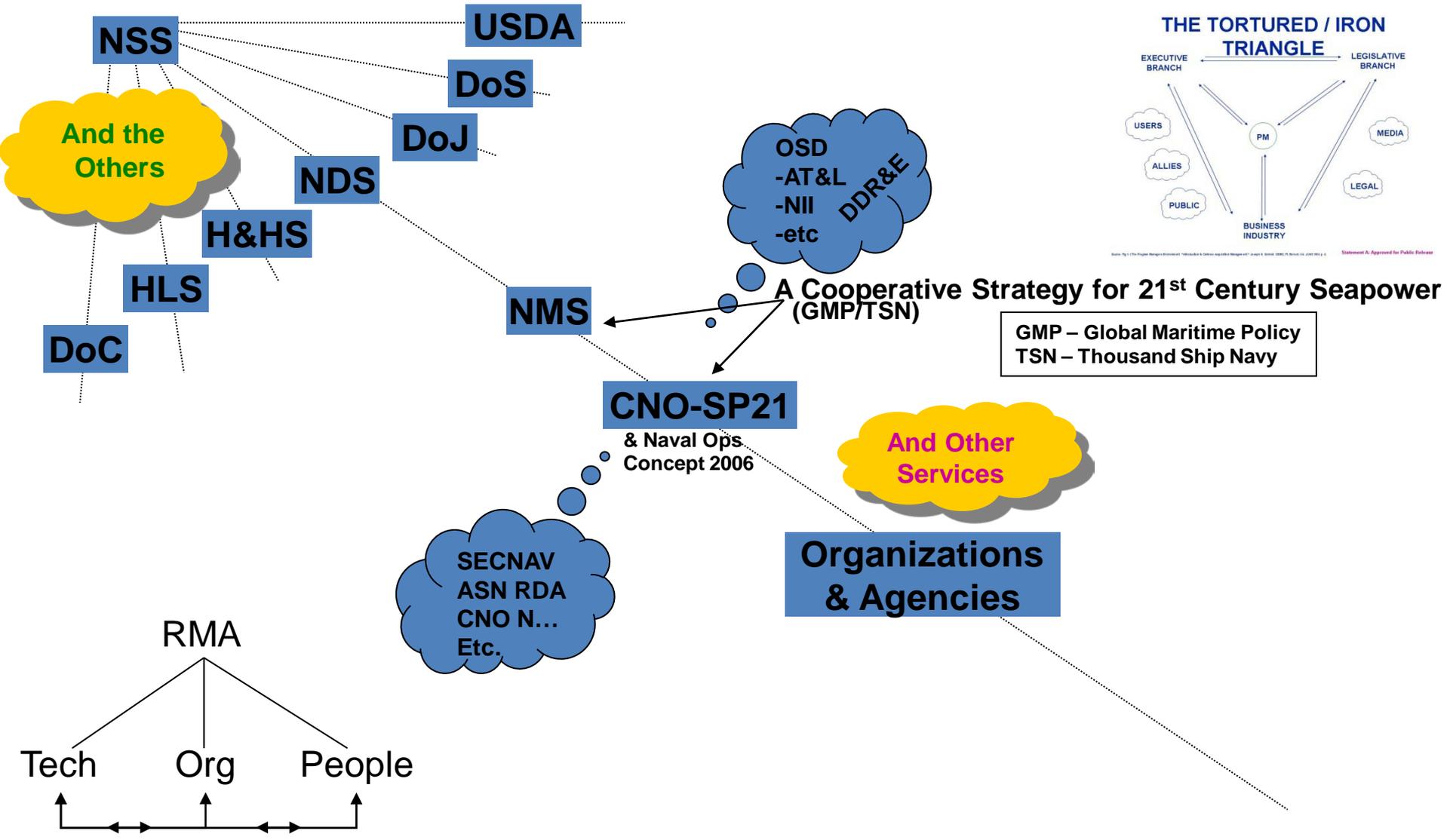


**LEADER DEVELOPMENT**

# HISTORICAL CHOICES AMONG C2 SYSTEM PHILOSOPHY



# LINE OF SIGHT FOR ALL GOVERNMENT



**Needed: Specialists at Being Generalists – Adaptability Across Organizations**

# Symposia Contributions

- ***“Metrics, Analysis and Methods for the Exploitation of ELICIT Experimental Data” – Martin & McEver, 2008***
  - Look beyond the simple analyses of data; Robust data collection
- ***“Communication Processes and Patterns in High-Performing Networked Teams – A Qualitative Analysis” – Egenhofer, et al., 2008***
  - Team member backgrounds; coping skills; willingness to adapt and adopt
- ***“A Useful Methodology for Cost-Benefit Evaluations of Cognitive Process Improvements in Complex Command and Control (C2) Endeavors” – Acosta, et al., 2008***
  - Soft v hard benefits trade-offs; improving organizations processes and procedures
- ***“Automated Influence Network Generation and the Node Parameter Sensitivity” – Moon, et al., 2008***
  - Automation of cause-and-effect chains; shift from modeling to automated evaluation of courses of actions

# Symposia Contributions (Cont'd)

- ***“A Multidimensional Approach to Studying Cultural Difference and Coping Strategies in a Multinational Coalition Environment” – Larsson, et al., 2008***
  - Social sensemaking within groups – pragmatics of language use; inter- and intra-group understanding and boundary reduction
- ***“Using NATO Human View Products to Improve Defense Support to Civil Authority (DSCA)” – Stevens & Heacox, 2008***
  - A Human View (HV) dimension; cultural and social dimensions for expansion of DoDAF
- ***“Modeling Support of Effects-based Operations in War Games” – Wagenhals & Levis, 2002***
  - COA utility and outcome analysis; improved success of missions and attainment of outcomes – actually used and applied

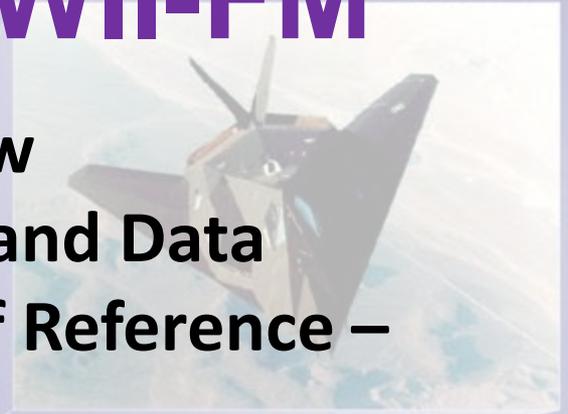
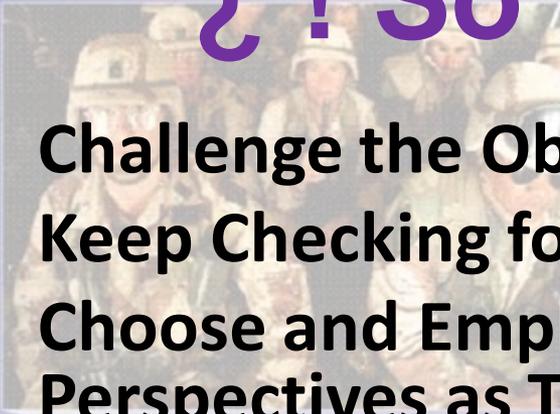
# *The Foundation for the Future*

## ! So What ! ? – WII-FM

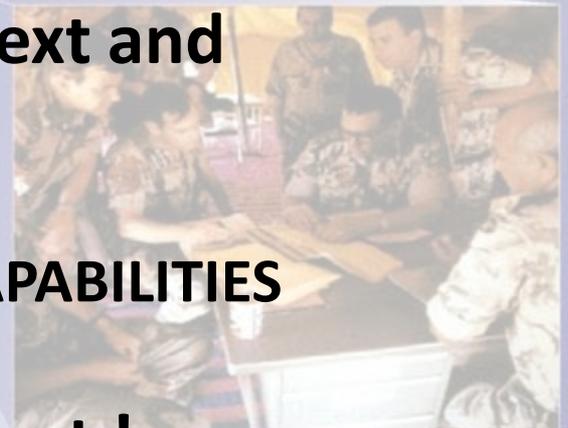
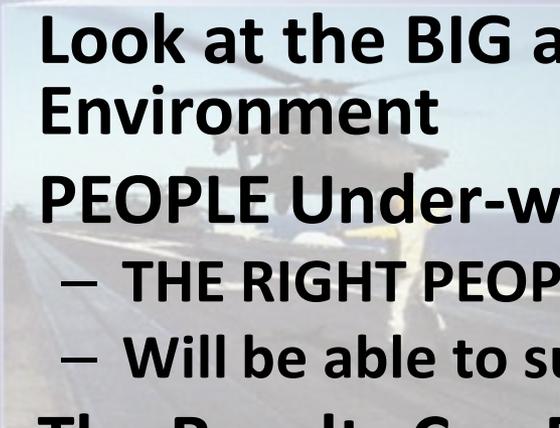
- Challenge the Obvious Path and View
- Keep Checking for Better Indicators and Data
- Choose and Employ Other Frames of Reference – Perspectives as Terms of Reference
- Find the Other Networks for Analysis & Results
- REMEMBER – People – Social and Cultural Factors (HV) – Early Personnel Development
- Look at the BIG and the SMALL Context and Environment
- PEOPLE Under-write all aspects –
  - THE RIGHT PEOPLE WITH THE RIGHT CAPABILITIES
  - Will be able to support any framework
- The Results Can Be Like the 5<sup>th</sup> Element !

PEOPLE

STRATEGIC EQUIPMENT



FORGES



TRAINING & READINESS

LEADER DEVELOPMENT

# *The Foundation for the Future*

## Summary

PEOPLE



- Examined 4 Elements + 5<sup>th</sup>
- Personnel Involved at All Levels
- Personnel Development
  - Start Early and Not Stop
  - Remember the HV aspects

FIRST-RATE EQUIPMENT



TRAINING & READINESS



LEADER DEVELOPMENT

QUALITY  
FORCES

- All Success Rests With Personnel
- Keep An Open Mind for Opportunities

# The Fifth Bin

## Opportunity to Empower the National Four Bin Analysis Discussion

Operationalizing Agility  
17th ICCRTS  
Fairfax, VA, USA  
June 19-21, 2012

# QUESTIONS ?

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PEO IWS-2DI

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