

Knowledge Support for Effect-Based Approach to Operations

2006 CCRTS C2 Analysis Track

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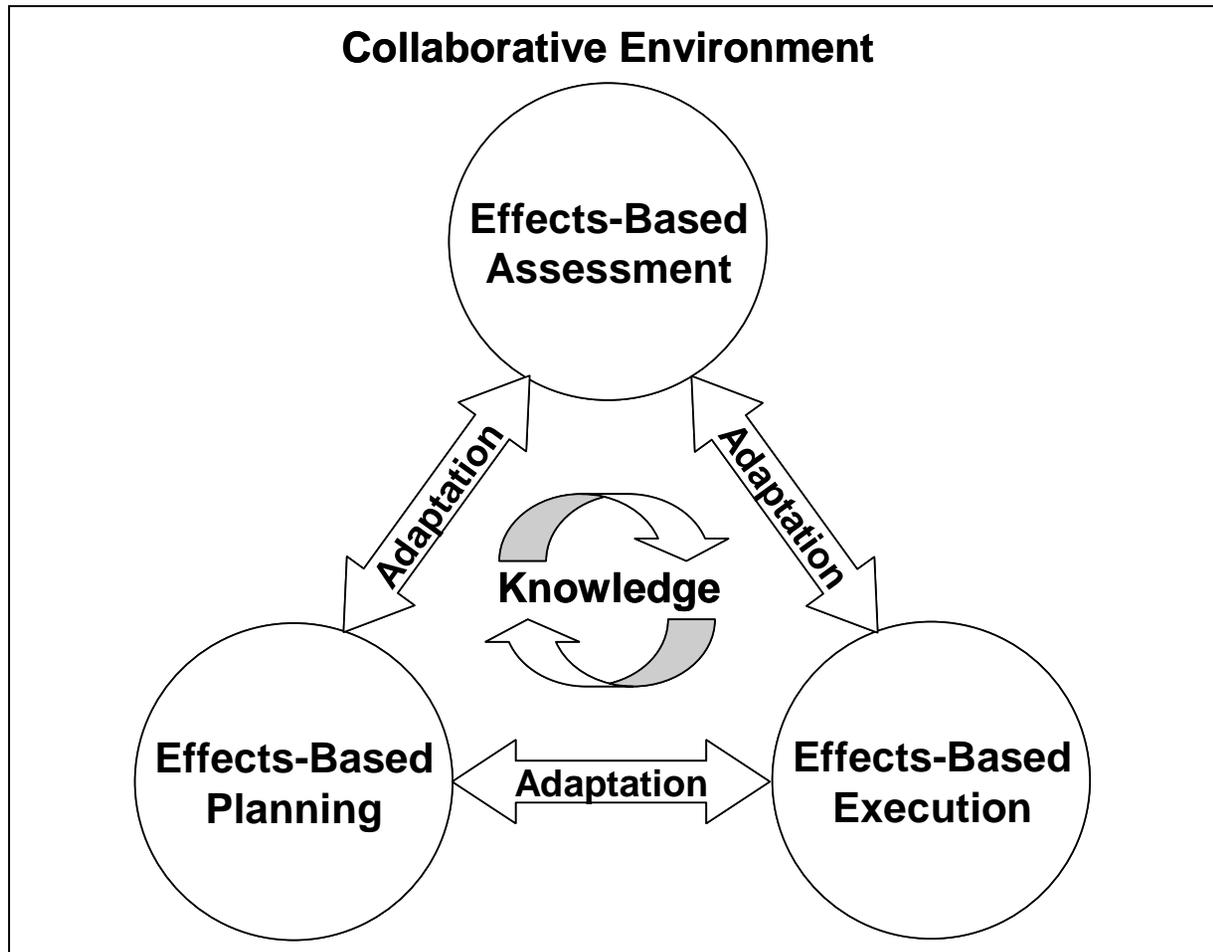
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Thesis

For Effects-Based Approach to Operations (EBAO) elements (planning, assessment, and execution) to be effective there needs to be a fourth element that is equally effective--Knowledge Support.

Effects-Based Approach to Operations

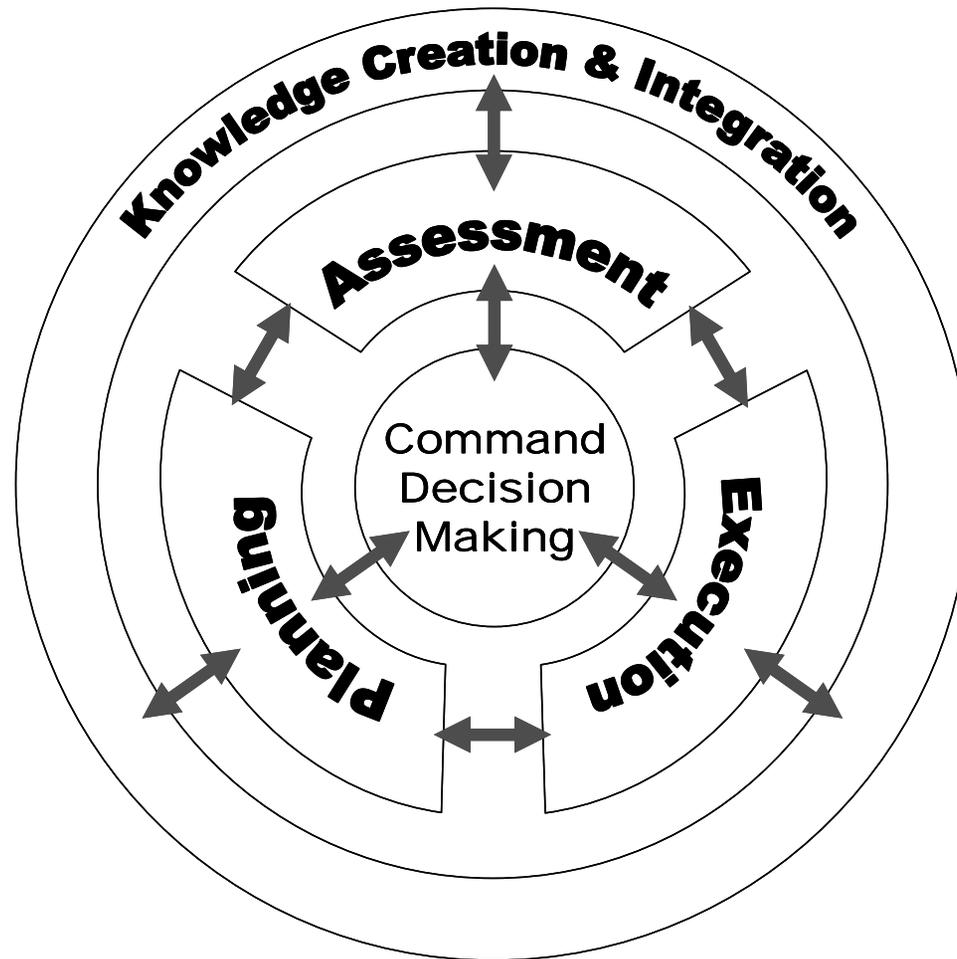


Knowledge Activities

- Catalyst for organizational learning to produce actionable knowledge
- Staffs traditionally place more importance on explicit knowledge instead of tacit knowledge and individual knowledge over group knowledge (epistemology of possession*)
- But if knowledge and knowing are mutually enabling, knowledge and knowing interplay can produce new knowledge and ways of knowing (epistemology of practice*)
- So how do you promote knowledge and knowing in an effects-based approach to operations?

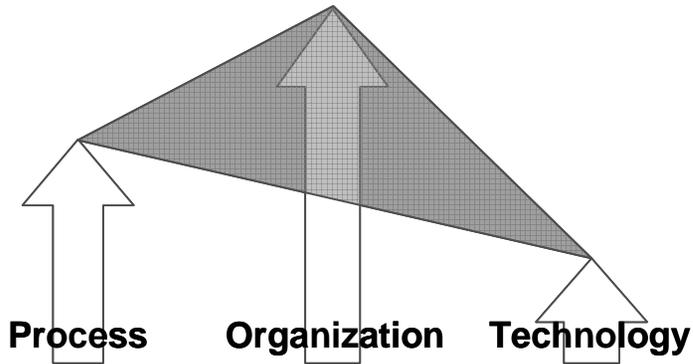
*Cook and Brown

EBAO-Knowledge Support Relationship

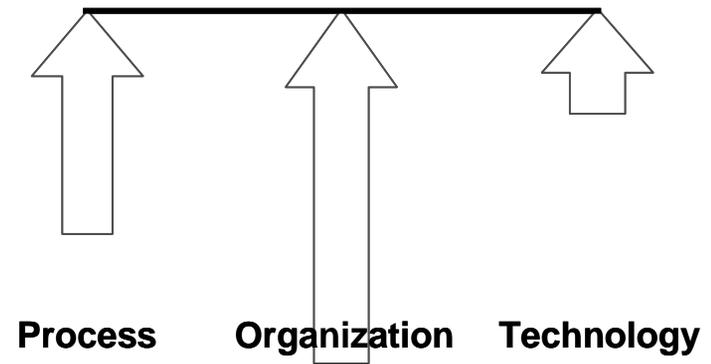


Balancing Knowledge Support

Out of Kilter Knowledge Support

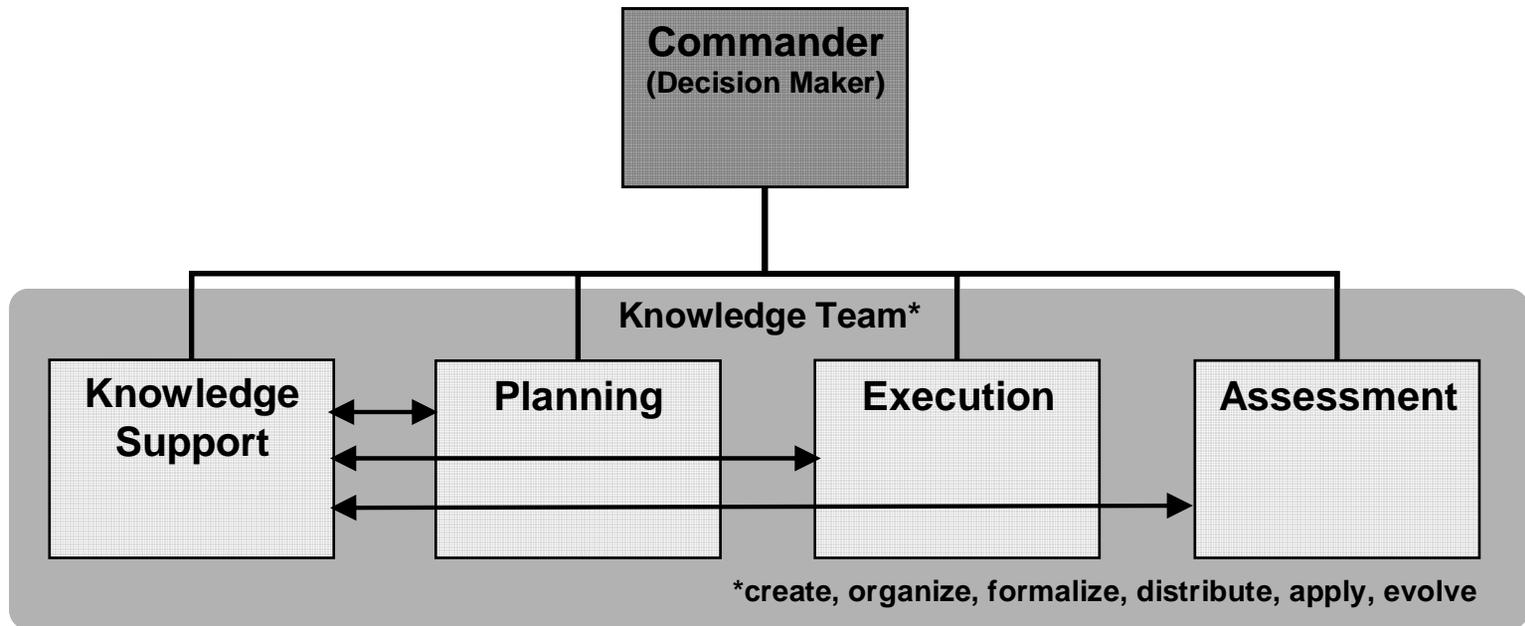


Balanced Knowledge Support

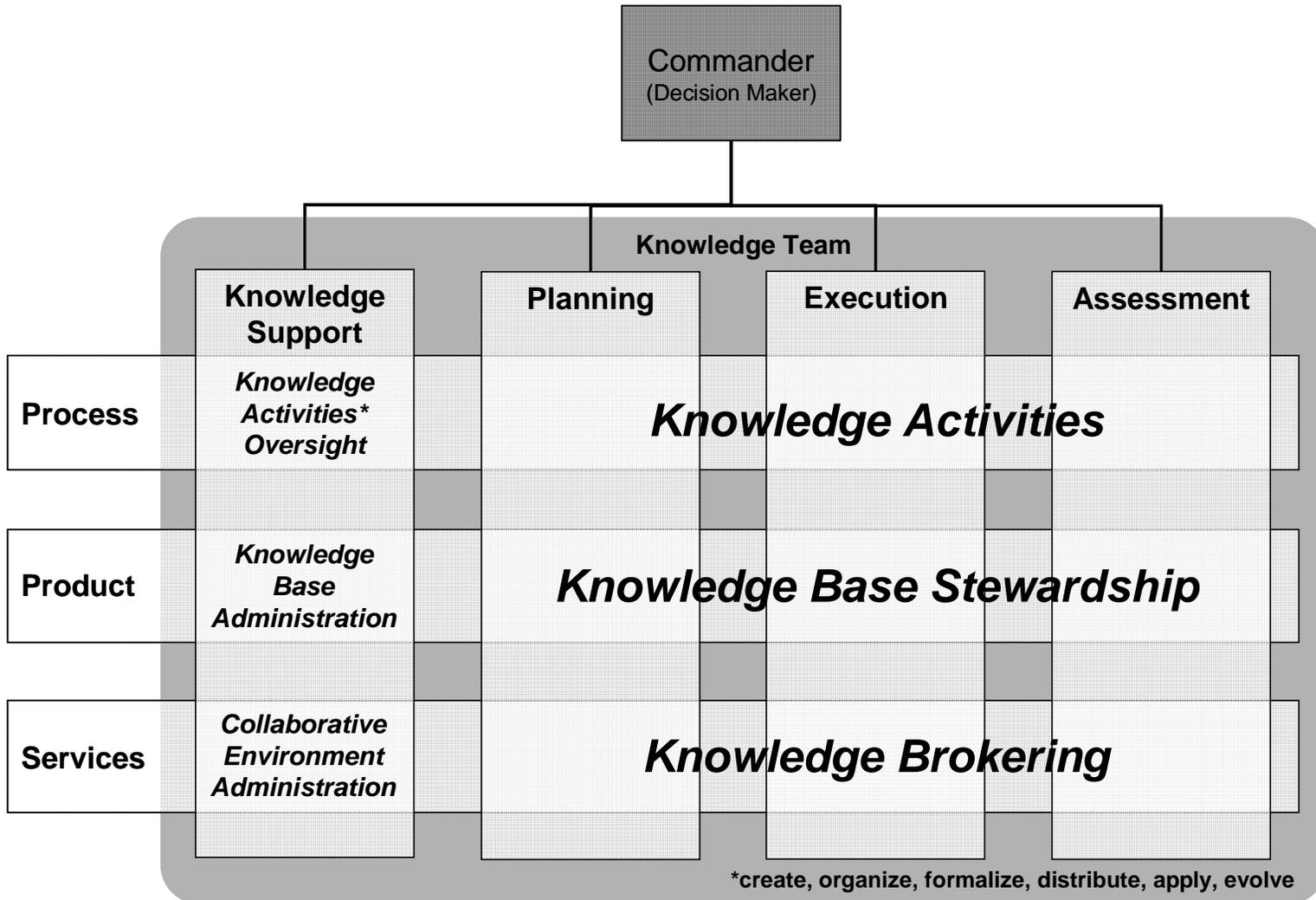


Knowledge Support

The Fourth EBAO Element



EBAO Knowledge Team



Conclusion

- JFCOM Multinational Experiment 4 (MNE4) initial findings
 - The elements of Knowledge Support ... were not adequately integrated to properly support the end-user. KM should go beyond information management and provide support for the interpretation, prioritization and validation of the shared information, which was lacking during MNE 4.
 - Knowledge Base Development (KBD) offers the commander and staff the potential to achieve understanding to support planning and adaptation of operations... However, there is no indication the ... staffs ever achieved a level of situational awareness and understanding adequate to fully accomplish their tasks.
- More work needed to integrate Knowledge Support with an Effects-Based Approach to Operations