Working with Limited Resources

BY:
MAJ Rob Wilson
**AGENDA**

**We Recruit Victory!**

- **Background**
- **Resources & Problems**
- **Concepts**
  - Motivating the Work Force
  - Cathedral vs. Bazaar
  - Cross-Talk
- **Tools**
  - Operational Design
  - Power of Information
  - Social Media & Enterprise 2.0
- **Summary of Tenets**
- **Affecting Change**

Remember the FLAG – Family, Leadership, Ambassadorship and Growth
• Climbing Deficit
• 2011 Federal Shut Down
• 2013 Unresolved Budget > Sequestration
**RESOURCES & PROBLEMS**

**RESOURCES**
- Time (e.g. personnel)
- Money (e.g. physical supply)

**CHALLENGES:**
- Micro Management
- Duplicative Processes
• Exploit great ideas through the personnel that may arise (Pink and Raymond)
• Enterprise 2.0 (McAfee)
We Recruit Victory!

Remember the FLAG – Family, Leadership, Ambassadorship and Growth

MOVING TO THE BAZAAR
We Recruit Victory!

Remember the FLAG – Family, Leadership, Ambassadorship and Growth

Hierarchy instills discipline and workflow management
We Recruit Victory!

Remember the FLAG – Family, Leadership, Ambassadorship and Growth

“Warriors”

DUPLICATIVE PROCESSES

Professionals interact from echelon to echelon in a silo rarely communicating between staff sections.

• Meetings involving all staff sections
• Digital (moving from emails to collaborative forums)
• Focus the Organization with a Strategic Design

• Social Media (Enterprise 2.0)

• Affecting & Institutionalizing Change
POWER OF INFORMATION

Enterprise 2.0 = using social media to accomplish organizational goals
Improve Speed of Decision Making

Col. Boyd (USAF Ret) created the OODA Loop to illustrate a practical methodology for making agility itself a capability.

Enterprise 2.0 increases the speed of sense-making and thereby quality and speed of decision-making.

Engage & Connect
- Connect Colleagues and Tiger Teams Across the DoD
- Develop and Publish Briefs and Decisions Papers
- Privately Discuss Emerging Issues
- Continue the Conversation Between Senior Leader Forums

Disseminate
- Publish Web documents
- Notifications of New Activity
- In-Context Historical Read-In for New Staff

Increase Situational Awareness
- Monitor Office Discussions
- Search Chatter Across the DoD
  - Interact via Email & Blackberry
  - Increase Efficiency through asynchronous collaboration
  - Private Peer-to-Peer Discussions

Gain Understanding
- Engage Discussions
- Tap Into Communities of Interest/Practice
  - Access Organizational Wisdom across the globe.
  - Securely Connect the Right People Easily from Anywhere.

JP 3-0 & 3-13

Remember the FLAG – Family, Leadership, Ambassadorship and Growth
We Recruit Victory!

Remember the FLAG – Family, Leadership, Ambassadorship and Growth

Cross-Talk

Information Management & Communication Tools

Learning Communities

Knowledge-building Tools

Teachers

Parents

Peers With Common Interests

Online Tutoring & Guided Courses

Personal Learning Networks

Expertise & Authoritative Sources

Mentors & Coaches
Office Communication is Collaboration

“Warriors”

Cross-Talk Applied to Staff

Remember the FLAG – Family, Leadership, Ambassadorship and Growth
Global Communication is Collaboration

Cross-Talk among Leaders

Warriors

Remember the FLAG – Family, Leadership, Ambassadorship and Growth
TECHNOLOGY CAPABILITY
Enterprise 2.0 for the Army
Enterprise 2.0

“The use of emergent social software platforms by organizations in pursuit of their goals. “

Remember the FLAG – Family, Leadership, Ambassadorship and Growth
Web 2.0 Social Media Statistics

- More than 6 trillion text messages sent last year
- 17 million iPhone apps downloaded every day
- Most people under 40 consider email outdated

Wikipedia (launched in 2001)
- 3.6 billion English articles
- 23 billion pages

Facebook (launched in 2004)
- Over 400 million users
- Average 6.5 hours per week

YouTube (launched in 2005)
- More than 100 million videos
- 24 hours uploaded each minute
- 2 billion videos watched each day
milSuite – Proprietary Social Media Tools behind the CAC Firewall

milSuite & ORION

The milSuite Platform = Technical Solution capitalizing on Social Media

The ORION Space = Developed for Senior Leaders where $ benefited the whole of DOD.

ORION – Customized secure space that leverages milSuite technology

Remember the FLAG – Family, Leadership, Ambassadorship and Growth
Enterprise 2.0 in the Army & Affecting Change

Multi-Layered Security
Policy & Technology

Environmental Security
Infrastructure Security
Human Security
Operations Security
Application Security

Remember the FLAG – Family, Leadership, Ambassadorship and Growth
• **balance** efficiency with effectiveness
• know **how your job impacts** the mission (operational plan)
• **develop personnel** (cross train, distance learning, engage in dialectics, write papers contributing to professional journals)
• **cross-talk**
• **redundancy is the enemy** of productivity (it can all be solved in forcing proponents of requirements to establish intent rather than precise process)
• give subordinates a **voice** (mentor or address). You may find that the dialogue may result in a better business practice.
AFFECTING CHANGE

How Change Happens in a Bureaucracy
Growing Grass and Seeding Clouds
Elephants, Jockeys and the Path Forward
How Change Happens in a Bureaucracy

Most often, change starts with a grass roots movement.

Leadership support is needed to provide top cover.

Resistance occurs between grass roots and top cover.

Success happens when top cover meets grass roots.

NOTE: You can only effect change by working from both the top and bottom.

**YOU CANNOT WIN BY FIGHTING THE GAP.**
Growing Grass

The milSuite community provided the broadest grass-roots support possible

Support Staff also created small grass-roots efforts around their offices.
Seeding Clouds

Developed relationships with key organizations and leaders

Worked with them to provide top-cover, approval and endorsement

Remember the FLAG – Family, Leadership, Ambassadorship and Growth
Elephants

The Emotional Mind

The Mind Plays Two Distinctly Independent Decision-Making Functions Simultaneously.

• Is Like an Elephant
  – Illogical
  – Determined

• Just Gets Stuff Done

• Mental ‘Muscle Memory’

• Emotion Side of Decisions
  – Loyalty / Love / Fear / Comfort
Jockeys
The Rational Mind

The Mind Plays Two Distinctly Independent Decision-Making Functions Simultaneously.

- Is Like a Jockey
  - Logical
  - Reasoned
- Organizes and Moves Forward
- Analytical Side of Decisions
  - Long-term / strategic planning / cost-benefit analysis
**A Path Forward**

The Mind Plays Two Distinctly Independent Decision-Making Functions Simultaneously.

- Decision-Making is a Jockey Riding the Elephant
- Rational Motivation only Precariously Controls Mental ‘Muscle Memory’
- You Have To Motivate Both the Elephant and the Jockey to Effect Long-Term Change

**Affecting Change**

*We Recruit Victory!*

**“Warriors”**

Remember the FLAG – Family, Leadership, Ambassadorship and Growth
Motivating Both The Elephant and Jockey

The Mind Plays Two Distinctly Independent Decision-Making Functions Simultaneously.

- Shrink the Change
  - Don’t sell changing Army, only their office, team, etc.
  - Bring it down to a daily task level

- Shape a Clear Path Forward
  - Provide Clear Instructions & Outcomes
    *Motivates the Jockey
  - Support, Hand-Hold, Whatever
    *Motivates the Elephant

- Repeat What Works
  - Find Bright Spots & Recreate them
  - Tweak Environment and Tactics
Elephant

- In our administrative lives, nothing brings about a more visceral response than being inundated with email and emailed files.

Jockey

- The Offering of a means by which to connect & intertwine people from multiple organizations with the business process engages the logical component.

- The time it saves is immense cutting down on meetings, meeting prep, and time required to synchronize calendars.

Motivating the Elephant & the Jockey

Remember the FLAG – Family, Leadership, Ambassadorship and Growth
What Change Looks Like in the Weeds

Bring it all together

• Find people interested in using ORION (usually grass-roots) and get them excited about it.
• Facilitate a meeting with the decision-maker or the boss (top-cover)
• Continue grass-roots evangelism while you get boss’s approval
• Enable adaptation—support grass-roots by becoming part of the group
• Touch bright spots and get them sharing
• Tie bright spots in with the boss
• Don’t spend too much effort on resistance—If you can, find their cheese
• Keep moving forward, but take time to work one-on-one with people
1. In Developing your Technology
   a. Create a Professional Façade
   b. Ensconced Forums

2. In Pitching your Product
   a. Study your Audience
   b. Gravitate toward the interested
   c. Discover what keeps them up at night
   d. Pitch the Problem with the Solution
   e. Speak their Language – NOT yours
   f. Address Concerns

TTPs -
While moving to engage with those that are not familiar with your product or the technology you are using. . .
**Key Relationship Building Time Line**

Work with and through the relationships and channels you have and can build.

- **Feb 2010** – COL Allen (companycommand.com co-founder) assigned to OBT to spearhead initiative to bring professional collaboration media to HQDA.

- **May 2010** - OBT partnered with Program Executive Office Command Control Communications-Tactical (PEO-C3T) milSuite team

- **Aug 2010** – ORION (beta) design accepted for implementation

- **Nov 2010** – OBT partnered with Vice Director of Army Staff (VDAS) in use of ORION

- **Jan 2011** – ORION supported 37th CSA Transition Team

- **Feb 2010** – CSA approves ORION for Army’s senior leaders

- **Mar 2011** – General Officer Management Office (GOMO) briefed on and accepted ORION as the platform for GO communications; replaces their own system

- **April 2011** – 38th CSA Transition Team contacted ORION team to support

- **June 2011** – CIO/G6 Enterprise Collaboration Tiger Team committed to make ORION part of their final recommendation to DOD as a total collaborative package

- **July 2011** – Coordinated with Enabling Mission Command Workshop (EMCW) to provide the mandatory orientation on ORION to newly appointed SES/GO

- **August 2011** – Civilian Senior Leader Management Office (CSLMO) briefed on and accepted ORION
QUESTIONS?

MILSUITE:

ORION:

MAJ Rob Wilson
robert.b.wilson28.mil@mail.mil
405-609-8775
www.linkedin.com/in/rbwilson97/
SUPPORTING SLIDES

Additional Information
Suggested Reading

Books That Actually Were Helpful

Switch: How To Change When Change is Hard
by Chip Heath & Dan Heath

Made to Stick: Why Some Ideas Survive and Others Die
by Chip Heath & Dan Heath

Enterprise 2.0
by Andrew McAfee

Grassroots Leadership: U.S. Military Academy
by Keith H. Hammonds (Fast Company magazine, May 31, 2001)

The Cathedral and the Bazaar
by Eric Steven Raymond

Remember the FLAG – Family, Leadership, Ambassadorship and Growth