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# LEXSYS

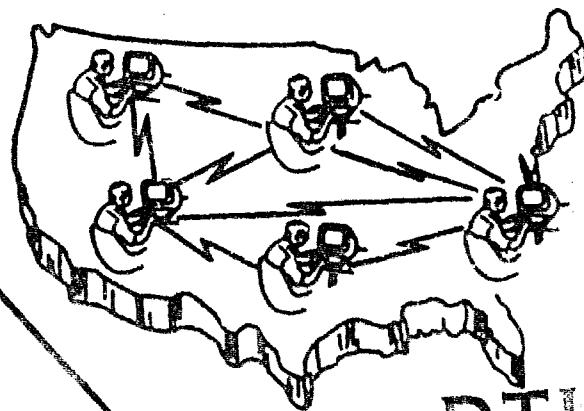
## Living Expert System



ARMY SENIOR  
LEADER DECISION  
MAKING TOOL FOR  
THE 90s



U.S. ARMY WAR COLLEGE  
CARLISLE BARRACKS, PA 17013-5060



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VOL. VII

89 8 07 017

UNCLASSIFIED

VOLUME VII

USAWC MILITARY STUDIES PROGRAM GROUP PAPER

LIVING EXPERT SYSTEM

(LEXSYS)

A GROUP STUDY PROJECT

by

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U.S. ARMY WAR COLLEGE  
Carlisle Barracks, Pennsylvania 17013  
15 May 1989

UNCLASSIFIED

# LEXSYS SUBNET DISCUSSION

## VOLUME VII

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Item 1 21:00 Oct22/88 41 lines 30 responses

Jack Maher

ITEM 1 ARMY:LEXSYS--WHAT ITS ALL ABOUT1

ITEM 1

PURPOSE OF ARMY|LEXSYS

LIVING EXPERT SYSTEM[LEXSYS] IS A DECISION SUPPORT MECHANISM USED TO ANALYZE ISSUES AND DEVELOP ALTERNATIVES FOR DECISIONMAKING. LEXSYS USES COMPUTER TELECONFERENCING TO CONDUCT MEETINGS, AND DATA STORAGE BANKS TO RECORD CREDENTIALS OF ISSUE EXPERTS AND THE RESULTS OF ISSUES STUDIED. COMPUTER TELECONFERENCING ALLOWS ASYNCHRONOUS DISCUSSION OF ISSUES BY EXPERTS IN THEIR FIELD WITHOUT HAVING TO BRING THESE EXPERTS TOGETHER AT THE SAME TIME FOR CONFERENCING. COMPUTER TELECONFERENCING ALSO ALLOWS INDIVIDUALS TO PARTICIPATE AT THEIR CONVENIENCE, WHETHER AT WORK, HOME OR TDY, AND WHENEVER THEIR SCHEDULE PERMITS. THE LEXSYS TALENT BANK PROVIDES A BROAD BASE OF EXPERTS. THIS DATABASE EXPANDS THE EXPERTISE AVAILABLE TO DECISION MAKERS BEYOND THEIR CURRENT ORGANIZATION OR RESOURCES. LEXSYS DOES NOT REPLACE TRADITIONAL COMMAND AND STAFF PROCEDURES, BUT IT COMPLEMENTS THEM BY PROVIDING IN-DEPTH EXPERTISE ON SELECTED ISSUES.

MEMBERS OF LAST YEARS ARMY WAR COLLEGE[AWC] CLASS PROVED LEXSYS IS A VIABLE CONCEPT BUT ACKNOWLEDGED THAT MORE EFFORT IS REQUIRED. TO THAT END AWC ACADEMIC YEAR[AY] 88-89 MILITARY STUDIES PROJECT[MSP] OBJECTIVES ARE AS FOLLOWS:

- A. PROVE CONCEPT IS PRACTICAL AND MANAGEABLE.
- B. REFINE TO MOST EFFICIENT PROCESS.
- C. BUILD UPON TALENT DATA BASE.
- D. EXPLORE/DEVELOP METHODS TO OVERCOME INITIAL LEARNING CURVE FOR SOFTWARE AND HARDWARE.
- E. DETERMINE APPLICABILITY TO JOINT OPERATIONS/PLANNING.
- F. DEVELOP METHODS FOR INTERCONNECTIVITY BETWEEN OTHER DATA BASES AND RESOURCE MATERIALS.
- G. LOOK INTO ALTERNATIVE COMMUNICATION LINKS FOR OCONUS USERS.
- H. CONDUCT AND ANALYZE FOLLOW-ON PROTOTYPE TESTS.

UNDER THE GUIDING HAND OF AWC FACULTY ADVISOR COL RICH POMAGER, SIX MEMBERS OF THIS YEARS AWC CLASS WILL ACCOMPLISH THE STATED OBJECTIVES. TEAM MEMBERS ARE: COL JACK MAHER, LTC BOB BAILEY, LTC GREG BOYER, LTC RICH CRUZ, LTC MIKE GRAVES AND LTC BILL MATHEWS.

Related items: 8 13 16 20 30 34

30 responses

Oct23/88 20:04

1:1) Tom Norton: Exciting outline. It might be helpful to send the Executive Summary of "Old LEXSYS" to any member that joins the net fresh. Could solve some of the let's rehash old ideas. One of our learning of last year, for the group, was we didn't spend enough time in front end analysis of where we were going. It wasn't until the infamous Washington MLK holiday trip that the group was able to define exactly where we were going.

- - - - -

Oct24/88 12:10

1:2) Greg Boyer: THOUGH NOT SPEAKING FOR OUR PROJECT LEADER, WE WILL DO THIS AS LONG AS OUR SUPPLIES LAST. WE ARE GOING TO SCHOOL ON LAST YEARS EFFORT EVEN AS I TYPE..I KNOW THAT WE WILL NEED A GOOD ADDRESS FOR EVERYONE THAT GETS A COPY OF VOL 1 OF LEXSYS

- - - - -

Oct24/88 17:15

1:3) John Lesko: I've got a few ideas ref: D -- overcoming the learning curve -- above... Did a staff study at CAS3 on the "best" training method(s) for such a conference and now, I'm in the middle of a conference start-up w/ TECHNET. This experience may provide a little theory and practice...John

- - - - -

Oct25/88 09:36

1:4) Rich Pomager: Tom, we will send copies of Vol I to all participants.

Thanks.

- - - - -

Oct25/88 09:55

1:5) Rich Pomager: To all new participants joining the project, I will be happy to forward a copy of Vol I of last years study effort. It will bring you up to speed quickly on the base work. If you would like a copy please provide a mailing address in your response.

- - - - -

Oct25/88 11:39

1:6) Vern Humphrey: Vern Humphrey

Allen Corporation

1919 Commerce Drive, Suite 300 Hampton, VA 23666 stop

- - - - -

Oct26/88 20:57

1:7) Steve Whitworth: MAJ Steve Whitworth Military Science Department University of Colorado-Boulder Campus Box 370, Folsom Stadium 214 Boulder, CO 80309-0370.

- - - - -

Oct27/88 18:59

1:8) Greg Boyer: Welcome Steve from the LEXSYS guys.....we'll get you busy soon.... meanwhile you see some things on our outline that might interest you? We're talking on 28 Oct on how to get down to brass tacks...how about some discourse on the joint flavor we're looking for?

- - - - -

Oct27/88 20:57

1:9) Steve Whitworth: It may depend on what you want the system to do that cannot be done by WWMCCS. In Panama we had both a connectivity problem and difficulty determining who should be talking to us. We ran an off-line, secure commo link between the CINC's office and the USSOUTHCOM liaison office in the Pentagon. STU II was the base and GRID was the computer. All this was to keep the CINC up-to-date on Washington issues. The connectivity issue was due to antiquated Panama phone lines and poor connection to FORUM.

I was finally able to connect using a trunkline from OPTIMIS (which I dialed on a 4-line AUTOVON with precedence setting capability) and then connected to FORUM. Transmission rate was really slow using that system, but it was the only one we had. A direct AV dial-in to FORUM might solve that. Some "experts" recommended we use WWMCCS, but there was no terminal close to the CINC's office nor did we wish to enforce TS level security measures. We also tried to connect to the TRADOC system so we could more directly input CINC/joint staff concerns on LIC and doctrine issues, but I was never able to fully debug that. Is this the type of input you need??

- - - - -

Oct27/88 22:01

1:10) Steve Whitworth: Obviously there are also differences between CINC issues/involvement, joint staff needs, and the Army component issues. I don't think that USARSO was plugged into the net due to the connectivity problems and no knowledge of FORUMNET or its benefits. Sometimes I ended up as a relay station between TRADOC or CACDA elements that wanted messages sent to their LNOs in Panama.

The security issue was a sticky one also. Some issues cannot be discussed without a secure system. For any system to be easy to learn and accessible and offer classified discussion capability is difficult. Most of our "staffing" was done by secure phonecalls. A computer system offers obvious advantages and efficiencies over phonecalls and mail. OCONUS accentuates these problems immensely. But more and more (if I read tea leaves correctly) the Services will need CINCs support to sell weapons and programs to Congress, so a commo link would help.

- - - - -

Oct28/88 07:35

1:11) Rich Pomager: Steve, thanks for the input. This is the kind of info we need to understand some of the problems overseas users have inworking FORUM or LEXSYS. I think there will be at least one separate item to discuss this issue. More later.

- - - - -

Oct28/88 11:17

1:12) Greg Boyer: That's right Rich....we'll take the connectivity and Joint experts on as a separate issue soon. Steve look for that in a few.

- - - - -

Nov14/88 18:59

1:13) Mike Malone: JB Burns, one of y'all's classmates, can tell you MUCH about the interconnectivity problem between here and Europe! (Steve, good to see you on here!)

- - - - -

Nov15/88 21:36

1:14) Steve Whitworth: Thanks for the welcome Mike. It's good to be back in CONUS. For Rich: I received my copy of the previous LEXSYS paper...thanks.....Steve

- - - - -

Nov21/88 13:31

1:15) Greg Boyer: Looks like it's time to retire/summarize this item. Any other ideas on how this project is presently designed. We'll leave this up until we get a full plate of participants on LEXSYS..By the way, guys, I've got some messages on the street for help on the MACOM participants. We're doing a Macoi....Macom search.....from the @ENTRY for help. Calling all Rolodexes (sic) for MACOM players

- - - - -

Nov23/88 14:26

1:16) Mike Malone: A Rolodex is a crude talent bank. Find one. Flip thru and ask the owner why any individual you pick is in there...what does he know? How did he learn it? How good is s/he? etc. Do this with 15-20 of his Rolopeople. Might trigger off some ideas on talent bank dynamics.

- - - - -

Nov23/88 15:37

1:17) Greg Boyer: Great idea, Mike. Sometimes I wonder why guys show up in my Rolo maybe a matter of discipline. Hold your thoughts on this one and I'll open ITEM 13 as a dumping ground to talk about participants and the process of doing it. thx

- - - - -

Nov23/88 19:18

1:18) Mike Malone: One thought that won't hold is a mental picture of a whole damn annotated bibliography on "talent banking" that I saw in a libelly somewhere. Could have been y'all's place there in the basement. You run "talent banking" thru DTIC and Army Library data base service yet?

- - - - -

Nov27/88 11:07

1:19) Greg Boyer: Not sure from this student..I assume your concern here is to avoid the "one over the world" approach? I agree that I might could spend the rest of my career downstairs if my wife could stand it

- - - - -

Dec01/88 13:11

1:20) Mike Malone: Greg...wasn't concerned with avoiding something. These annotated biblios do the same thing as the left hand column in USA TODAY: scan the field and give you just the essence, i.e., help you learn more faster. Ask 'em about Department of Defense Technical Information Center....

- - - - -

Dec01/88 13:50

1:21) John Lesko: And is there anyone at the AWC who may be loading up parts of the bibliography I sent three of you? Then use m2's annotation idea, combined w/ the biblio. that was placed in the LESNET O/O plan, and stir vigorously. Do a crosswalk with some of the expertise that's 'catalogued' in the LEXSYS expertise survey or 'skills inventory' then see if anyone's read any of the latest literature so that maybe they can post an item or two on this here net....Just brain- storming a bit.

- - - - -

Dec01/88 18:52

1:22) Greg Boyer: GREAT...WE,RE NOT THERE YET...HEY JACK ARE WE GOING TO GET THERE

- - - - -

Dec01/88 21:18

1:23) Jack Maher: DOES A BEAR \_\_\_\_ IN THE WOODS?

- - - - -

Dec02/88 09:22

1:24) John Lesko: You guys talking about brown bear, grizzly or polar bears? Because if you've go a polar bear in mind, then the answer is no. The essence of what I meant in 1:21 is ---- have AWC study group members selectly read and report on the bibliographic choices that the LEXSYS I and the LESNET folks already did for you...This is the "scientific under- pinnings" of a living expert system or talent bank. The literature search has been done for you all. And before I forget, add S. Zuboff's IN THE AGE OF THE SMART MACHINE to my bibliography....Great Book on how information age organizations must evolve so as to tap into all the potential energy that's in this big Army.

- - - - -

Dec06/88 13:24

1:25) Phil Schneider: Before I forget, please send a copy of your volume to LTC Phil Schneider, PO Box 77, FT Sheridan, IL 60037...THANKS!

- - - - -

Dec06/88 13:33

1:26) Greg Boyer: OK, Phil....Rich Pomager can you send a copy of VOL 1 to Phil?

- - - - -

Jan11/89 20:20

1:27) Jim Smith: Jim Smith: Brand new into LEXSYS. I need background info and updates to catch up as fast as possible. Please send a copy of your volume to: MAJ JIM SMITH; HQ, SIXTH U.S. ARMY; ATTN: NGB-RC-D6; PSF, CA 94129-7000 Many Thanks. Hopefully, I will be able to actively participate, shortly.

- - - - -

Jan12/89 17:15

1:28) Randall Bookout: JI[B Jim, I'll send you a copy first thing tomorrow. Hope you can comment on the topics.

- - - - -

Feb02/89 21:09

1:29) Jim Smith: Received the copy last week. Thanks. Going through it now and should be more intelligent soon, hopefully.

- - - - -

Feb14/89 13:23

1:30) Horace Hunter: WOULD APPRECIATE RECEIVING ANY MAILOUTS AVAILABLE.

PLEASE SEND THEM TO:

HQ WESTCOM

ATTN: APOP-EX

(HUNTER)

FORT SHAFTER, HI 96858-5100

Item 2      08:13 Oct26/88    34 lines    12 responses  
Rich Pomager  
Summary of Team Meeting

LEXYS TEAM MEETING #1, 13 OCT 88:

1. The team met at 1145 hours, 13 Oct 88, in Room C318, Root Hall.

2. The purpose of the meeting was to identify positions of responsibility within the team, to establish workgroups, and to establish project objectives and tasks for each workgroup. 3. Positions of responsibility:

- a. Team LeaderDCOL Jack Maher
- b. Network OrganizerDLTC Mike Graves
- c. Work Group #1DLTCs Bob Bailey and Greg Boyer
- d. Work Group #2DLTCs Rich Cruz and Mike Graves
- e. Work Group #3DCOL Jack Maher and LTC Bill Mathews

4. Work Group objectives and tasks:

- a. Work Group #1:
  - 1. Conduct data base survey of USAWC
  - 2. Survey ICAF and NDU
  - 3. Identify MACOM participants
  - 4. Conduct 3D5 prototype tests
  - 5. Promotion of LEXYS
- b. Work Group #2:
  - 1. Determine OCONUS communications options
  - 2. Establish interconnectivity of data bases
  - 3. Manage and develop data base
  - 4. Propose changes for CONFER software
  - 5. Determine video/audio teleconferencing
- c. Work Group #3:
  - 1. Identify CINC issues for prototypes
  - 2. Review training applications
  - 3. Evaluate applicability of TAPA files
  - 4. Develop letter to USAWAC '88 experts
  - 5. Analyze cost data for prototype test
  - 6. Prepare final report and data analysis

5. The team will relocate to Room C318, Root Hall, as an individual study room, and as an operational room for the LEXSYS project.

6. The meeting adjourned at 1345 hours.

Related items:    3    31

12 responses

Oct27/88 08:00

2:1) Rich Pomager: This meeting included a great deal of background discussion on last years efforts. It is interesting to note that several of the points and issues that last years team worked on were brought up for discussion. I have asked the team to prepare some of their points for discussion on this net. We do not need to rehash old info, but on the other hand we do not want to miss any important points. Some rediscussion of old ground will be of benefit to new participants.

- - - - -

Oct27/88 11:08

2:2) John Lesko: And along that same line of thought...much of what was started last year now needs to be documented in detail....The learning curve issue is one such example....Another is perhaps how networks (computer-based and otherwise) affect the way the Army staff functions....How many times do we hear -- "...he's one of GEN SoAndSo's fair haired boys..."? If the Ole' Boy network is here to stay, then can a LEXSYS be superimposed over it, structure it, discipline it, or capture and harness the 'free energy' associated with the networks established over the years thru close, trusting personal contacts and social contracts?...Just thinking out loud for the benefit of the group...John

- - - - -

Oct27/88 18:29

2:3) Michael S. Jindra: John raises an interesting point -- how DOES one capture those pervasive and almost inevitable "Good ol' boy" nets into a "system" such as LEXSYS? Virtually every decision maker I've ever worked for has made at least a show of accepting input from those members of his staff who had the staff responsibility (if not necessarily the expertise) to provide him with that input. But they also solicited input from those who had the expertise (if not necessarily the staff responsibility) to provide him that input. And even among these "trusted counselors" some were trusted more than others. It's such input from "experts" (whether that expertise is actual or perceived) which LEXSYS accommodates. We don't want LEXSYS to compete with the staff but to augment/assist the staff in providing appropriate and expert advice and counsel to the decision maker. Doing so WITH the staff permits some of the expertise of the experts to rub off on the staff (and vice versa) -- thereby increasing their esteem in the eyes of the decision maker (hopefully making him less reliant on "outside" experts)--while simultaneously getting the mission of advising and counseling the decision maker accomplished in a timely and efficient manner.

- - - - -

Oct28/88 07:41

2:4) Rich Pomager: We spent a considerable amount of time discussing this aspect last year. I am not sure you can ever over come the good old boy net. Presently, it may be the only thing available to the old man. Now, suppose we were to offer the boss an option. We will give some experts at practically no cost to look into your problem. Now he has an option. Use his helpers or try another set. The nice thing bout LEXSYS potential is that the boss does not need to know who the experts are or the problems of getting everyone up on the net. All he must know is how to get the support.

Back to the problem of promotion and reliability.

Oct28/88 11:13

2:5) Greg Boyer: Greg Boyer: Seems like we need to get "our LEXSYS experts" to feed back to us how we enhanced the ole boy network or how the bosses reacted to the info....We need this to come to grips with proving some practicality and manageability of this expert forum...Maybe we don't get there until we get a test protype (that is prototype) out there but we do need an agreed upon set of "measures of effectiveness" so this team can make some sense of our discussions.

Oct28/88 11:57

2:6) John Lesko: ref: 2:4 ... the key is not in 'overcoming' anything (the ole boy net or the formal staff relationships) ... LEXSYS maybe able to discipline the ole boy net or at least start comparing one ole boy network w/ another network. I'm suggesting Colaborative relationships between experts and 'experts'. I'm suggesting a deeper look than what was done last year. Why do we trust one officer who's close by or a member of our ole boy net over another? Can the two networks be synergistically linked?

Oct28/88 21:46

2:7) Steve Whitworth: As an aside, I was LTG Woodmansee's bagman on the PDOS study. The computer part of that had a GO only computer net that was somewhat of an ole boy network. As you poke around there may be some lessons there in the old files of FORUM.

Oct31/88 14:33

2:8) Greg Boyer: Thanks Steve any hints on item titles? I'll go searching and get my thoughts into an issue on LEXSYS...John how bout an expansion of your on your "deeper loook"....sorry fat fingers....again, how about some of your thoughts on a "deeper look" I'm concerned that wee know what synergistically linked means too....good thoughts.....anyone else add to these ideas?

Oct31/88 15:59

2:9) John Lesko: first off, look at the bibliography I mailed last week...next, focus on the Hiltz works ref: social effects of teleconferencing on group productivity. Then, thirdly, perhaps we can study the barriers to this technology and work toward their reduction (both in size and number)...How that for a start?

- - - - -

Nov02/88 15:43

2:10) Greg Boyer: THANKS JOHN WE WILL GET TO THE LIBRARY

- - - - -

Nov04/88 21:19

2:11) Steve Whitworth: Greg, I'll check my paper files to see if I have anything left.

- - - - -

Nov14/88 19:16

2:12) Mike Malone: Good! Don't throw out the "Ole Boy Net"!. Bring the sumbitch into the Age of Information. Think about a article that starts with a bunch of extracts from the interviews that go with yer "Systems Leadership" course. Use those to point out what a ole boy net does and what it looks like. Then, do a chunk on computer conferencing (using some of John Lesko's data), then sow how computer conferencing, in five years, can provide the makings for an Ole Boy Net, TURBO. Whitworth, and others who been close to the Ole Boys, can provide a working model of a oleboy net, probably. I got some science that describes it, frm Rosabeth Kanter's (Harvard Business School) on "the parallel organization". It fits OleBoy nets and LEXSYS nets and FORUM nets as we;ll...all this, of course, if you feel you need some respectability, at least on the surface. Command/Control or whatever the latest name is...computer conferencing and its cousins will have a major impact on this...not just the "system" but the concept as well. Need some sources/reading? One of the hottest area in the futures literature is the flattening of the organization and the demise of the middle manager. Run that through the Commander/Staff process, and through the P'gon and see what happens. Read Davis' FUTURE PERFECT and Zuboff's IN THE AGE OF THE SMART MACHINE and watch what happens to "staffing".

Item 3 19:17 Oct27/88 34 lines 49 responses

Jack Maher Prime=2

HOW CAN WE BUILD A NON MAINTENANCE INTENSIVE "EXPERT" DATA BASE?

HOW CAN WE BUILD A NON MAINTENANCE INTENSIVE "EXPERT" DATA BASE? THE INTENT OF LEXSYS IS TO RUN EACH ISSUE ON A DEDICATED SUBNET AND ONLY "EXPERTS" ON THAT PARTICULAR ISSUE WILL BE INVITED TO JOIN THAT SUBNET. ONE OF THE CHALLENGES FACING THE LEXSYS TEAM IS TO SOMEHOW BUILD OR HAVE ACCESS TO A DATA BASE CONTAINING THE NAME, CURRENT ADDRESS AND, AREA AND LEVEL OF EXPERTISE ON "EXPERTS". LEVELS OF EXPERTISE ARE DEFINED AS FOLLOWS:

APPLICATION: THIS IS THE HIGHEST LEVEL OF EXPERTISE. AT THIS LEVEL YOU COULD LEAD A STUDY PROJECT, HEAD A TASK FORCE, PROVIDE COUNSEL OR ANSWER A SENIOR LEADER (3 OR 4 STAR) QUESTION ON THIS SUBJECT.

UNDERSTANDING: THIS IS THE SECOND LEVEL OF EXPERTISE. AT THIS LEVEL, YOU COULD WRITE AN ESSAY OR TERM PAPER, GIVE A ONE HOUR CLASS AT THE WAR COLLEGE, OBJECTIVELY EVALUATE ALTERNATIVES, OR WORK ACTIONS IN THIS SUBJECT AT THE DA, JCS OR MACOM LEVEL.

KNOWLEDGE: THIS IS THE THIRD LEVEL OF EXPERTISE. AT THIS LEVEL, YOU COULD MAKE A SIGNIFICANT CONTRIBUTION TO GROUP DISCUSSION (THEORY, RESEARCH, OR DATA), GIVE A 30 MINUTE BRIEFING, OR COULD WORK ACTIONS AT CORPS OR LOWER LEVEL.

FAMILIARITY: THIS IS THE FOURTH LEVEL OF EXPERTISE. AT THIS LEVEL, YOU CAN READ OR LISTEN SMOOTHLY, i.e. YOUR BACKGROUND INCLUDES BASIC TERMS, CONCEPTS, AND RELATIONSHIPS.

AWARENESS: THIS IS THE LOWEST LEVEL OF EXPERTISE. AT THIS LEVEL, YOU CAN DO READING OR LISTEN TO THIS SUBJECT, BUT WITH FREQUENT PAUSES TO RECALL MEANING AND RELATIONSHIPS.

LAST YEAR, THE TEAM BUILT A SMALL DATA BASE FROM A SURVEY OF THE AWC-88. THIS YEAR WE WILL EXPAND THE DATA BASE BY SURVEYING AWC, NDU AND ICAF STUDENTS. HOWEVER, THE EVOLUTION OF THE DATA BASE WILL BE TOO SLOW AND TOO CUMBERSOME/LABOR INTENSIVE USING THIS METHOD. IDEALLY THIS 'EXPERT' DATA BASE WOULD BE NON MAINTENANCE INTENSIVE AND ALWAYS UP TO DATE. WE NEED YOUR IDEAS ON HOW TO RAPIDLY EXPAND THE DATA BASE WHILE MAINTAINING CREDIBILITY\RELIABILITY.

49 responses

Oct27/88 20:25

3:1) Tom Norton: I think you will need to define an expert. If is is one who has a degree, a school producing skill, an assignment in a particular or a skill in an area the Army already tracks, then it should be fairly easy to tap into the TAPA data base and pull the information out. Yet, experts often times are those who may have self taught, life experience knowledge that is not quantifiable by traditional means. It obviously becomes more of a problem then.

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Oct27/88 22:03

3:2) Steve Whitworth: INTEREST might be a factor also. I've met many who are experts but didn't have interest/time to be a regularly contributing member of the net.

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Oct28/88 07:46

3:3) Rich Pomager: Steve, one of the concepts of LEXSYS is to only call upon the experts when needed in a subnet. The rest of the time they, once cataloged as an expert, they remain dormant in the database. This solves the time problem for regular contributions and also they wasted time of connecting into the net when there isn't any business for the expert. Your copy of Vol I is on the way. I think it will provide background on the utilization of experts.

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Oct28/88 11:24

3:4) Greg Boyer: Steve, let me dovetail a minute with Rich..obviously one of our jobs is to sell LEXSYS and one of our goals is to break down the barriers with our potential experts and even observers and make the system user friendly and responsive, even though asynchronous. Before I can even start that process, we all need to spread the word. We are currently thinking about getting some kind of "expertise survey" into the hands of the interested so we can pick and choose participants( in our prototype issues this year. Once again this topic will probably show up as an issue someday for us to explore.

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Oct28/88 12:08

3:5) John Lesko: Somehow, on CONFER and within LEXSYS/FORUM/EXCEL/WHATEVERNET, there has to be a standard way of cataloging experts and expertise (to include what was suggested thru TAPA's data base and the AERB data base)...To make it a low- or no- maintenance system, means the user of these networks must be responsible for updating their own 'expertise' file. Same as it's the individual's responsibility to update either their ORB or '201'-file. Bottomline = if you don't update your LEXSYS expertise status you won't be called on to participate in LEXSYS puzzle solving. With this comes the obvious need to recognize and reward those who do 'qualify' and 'use' or contribute to LEXSYS.

Now I understand all that stuff about selfless service, etc....But experts

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Oct28/88 12:14

3:6) John Lesko: usually have fair sized egos....And this isn't necessarily bad....egos and leadership are interconnected.

Perhaps rather than accept the AWC survey as the answer it can be expanded or modified to fit onto LEXSYS or FORUM?

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Oct29/88 14:28

3:7) Chris Wise: I think that you cannot achieve your goal as stated and you should try to redefine it. There won't be any free lunch in this data base development and maintenance area. Probably should divide the problem into its component parts -- development of the list of "experts" and development of a capability to maintain the data base.

- For data base design and maintenance, the obvious start point would be a librarian, since they are the keepers of the fixed "knowledge base." Let me suggest that you try to co-opt one of the librarians at Carlisle as a participant, or check with FORUM. Seems to me that we have several librarians working with FORUM somewhere. I know that most of the DOD libraries are linked through DDN for some purpose. - Given a librarian on your team (or two or three of them), we can possibly look to the day for one of the key institutions to pick up the ball for maintenance. With them providing us advice on design and development of effective links to the info already in FORUM.

- As far as lists of "experts", one of the simplest ways to develop that might be to simply spend a couple of hours with the rolodexes of the key outer office people at key nodes in the military--the secretary of the admin side of the Defense Science Board, for example. At AWC I'll bet that if you just went around to key faculty members you would accumulate lists of key experts (even using your categories). For

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Oct29/88 14:28

3:8) Chris Wise: example, for world regional expertise, who does COL Corcoran call about more in depth info on China? Who's in COL Lilley's card file on Africa? For technical subjects, who does the expert on X at Aberdeen call when he needs some help?

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Oct30/88 10:59

3:9) Jack Maher: CHRIS W., IN TERMS OF SUBJECT MATTER DATA BASE MANAGEMENT I THINK CONFER II HAS OR COULD HAVE THE SAME LOOKUP CAPABILITY THAT A LIBRARIAN WOULD HAVE BY DOING A SEARCH FOR TEXT OR KEY WORD IN THE FILES OF OLD OR CURRENT ITEMS EITHER ON LEXSYS OR FORUMNET OR ANY OF THE OTHER CONFERENCES. IN TERMS OF EXPERT DATA BASE MANAGEMENT I ENVISION A QUESTIONNAIRE ON ARMY ENTRY OR FORUMNET THAT WOULD ENABLE THE NET MANAGER TO CAPTURE THE EXPERTISE ON ALL THOSE REGULAR USERS OF THE NETS. IN ADDITION, THE ABILITY TO TAP THE FILES AT TAPA[TO INCLUDE THE CIVILIAN SIDE] TO IDENTIFY EXPERTS AND TO UPDATE ADDRESSES ON THOSE IDENTIFIED BY THE QUESTIONNAIRE ON FORUMNET IS KEY TO THE EFFORT. I THINK [HOPE] THAT THIS CAN ALL BE DONE USING PRIMARILY MACHINE POWER RATHER THAN MANPOWER. VERN H. SURFACED THE IDEA THAT SOME EXPERTS BECAUSE OF THE WAY THEY BECAME AN EXPERT [NONTRADITIONAL] WILL BE HARD TO IDENTIFY. A WAY TO DO SOME OF THAT USING THE TAPA FILES COULD BE A SORT BY SPECIALTY CODE AND

LAST 2 OR 3 ASSIGNMENTS THEN A CLOSE LOOK AT THE JOB DESCRIPTION ON THE 67-?. THIS WOULD TAKE SOME EFFORT ON THE PART OF THE ITEM SPONSOR BUT THE PAYOFF WOULD BE DIRECTLY PROPORTIONATE TO THE AMOUNT OF EFFORT EXPENDED EXCEPT..AS JOHN L. POINTED OUT-EVEN THOUGH EXPERTS ARE IDENTIFIED THEY MAY NOT WANT TO OR HAVE THE TIME TO BE AN ACTIVE PARTICIPANT. THE REWARD IDEA WAS DISCUSSED BY LAST YEARS LEXSYS TEAM BUT WAS SORT OF PUT IN THE TOO HARD BOX. SO FAR THIS YEAR

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Oct30/88 10:59

3:10) Jack Maher: OUR TEAM HAS NOT COME UP WITH ANYTHING BRILLIANT IN THAT AREA EITHER. DO YOU THINK THE DATA BASE APPROACHES I OUTLINED ABOVE ARE DOABLE? IS THERE A BETTER, QUICKER WAY? JACK M.

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Oct31/88 07:05

3:11) Vern Humphrey: Are we talking about the present, or the future? I would suggest that a hypertext approach might be effective --you could cross-link people, entries questions, and responses as they occur, building a "symbiotic intelligent" (man-machine combination) system. The question is, do you have a hypertext program available, and someone who is proficient in its use?

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Oct31/88 17:04

3:12) Chris Wise: Hypertext has promise. Wish I knew more about it. Guy down the hall doing some very interesting stuff with hypercard. Will have to think some about any reliance on CONFER to do the job for us. But that's an attractive solution. Now if we could dump the participant files into a MAC II with hypercard...might work.

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Oct31/88 19:04

3:13) Jack Maher: O K YOU GUYS--WHAT IS A HYPERCARE OR HYPERTEXT? I AM BARELY LITERATE AND TOTALLY UNFAMILIAR WITH EITHER TERM OR CONCEPT.?

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Nov01/88 07:54

3:14) Vern Humphrey: Hypertext has three capabilities (or attributes):

1. You can enter a document, and put notes on it. A symbol in the text shows that a note exists, and you can open or close it at will.

2. You can expand or compress text. Again, a symbol indicates expanded or compressed text. You normally read the "Reader's Digest Condensed Version" of the document, but if you need more info, you can expand that section.

3. You can link one text passage to another, and jump right to the linked section. You can also link BETWEEN documents, so that if you were revising a manual, you would include all the research documents cross-linked to the original and revised versions. You would also include letters, DFs, and so on, relating to the project.

The important thing about hypertext is the linking ability -- suppose you and I are working on different projects, but we both use one or two common regulations. By following the links, we could see the relationships between our projects --relationships we might not otherwise even suspect.

A collective hypertext system like this would get smarter and smarter, as more and more people added documents and established links.

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Nov01/88 09:37

3:15) John Lesko: And is so using hypertext, the 'nodes' of a LEXSYS are the experts and the 'links' are handled by the computer???

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Nov01/88 11:08

3:16) Response deleted by participant

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Nov01/88 11:22

3:17) Vern Humphrey: The links would be put in by the participants -- we would probably need a scanner so we could input documents easily (perhaps a library could put documents on line for us, on request). The computer would maintain the links, and also cross-link -- one group might have one set of links in a certain document, and another have a different set. The computer could present all links, so that all could be searched or followed.

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Nov01/88 11:26

3:18) Vern Humphrey: In this way, people working on one problem could find others with expertise by following the links that appeared in the documents and references they were working with. (Of course, it's quite possible you might find answers in the process of following the links, without often needing to call on the people who put them there.)

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Nov01/88 19:01

3:19) Michael S. Jindra: Use of scanners can be tricky -- depending on what kind of scanner you're using and what kind of document you're scanning. If you are scanning a graphic then you want to use bit-mapping scanner rather than a scanner that recognizes only characters (e.g., the optical character recognizing devices in use at most comm centers for TWX transmission -- hence the requirement to type your messages using an OCR-A font). However, if you want to scan a text document into a computer file which is parsable (i.e., that can be searched for character strings such as "leadership" and all the occurrences of that string) then you'll want to use an OCR scanner. The problem is that each device has strengths and weaknesses which drive you to the third element you must consider

-- what do you want to do with the document once you've scanned it. If you want to be able to search through your document(s) for keyword strings (like DTIC does) then you'll probably have to go the OCR route. If you want to just upload documents (which may or may not contain graphics -- but most especially if they do) and maintain a separate database of these documents (which contains such information as title, author, and keywords) then a bit-map recognition scanner is probably your best and most flexible choice.

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Nov02/88 06:57

3:20) Vern Humphrey: I agree that scanners are tricky -- they're getting better now, though, and can differentiate between graphics and text. The key, though, is to enter documents at need, so that the system contains only what the users either create or ask for -- a sort of demand-driven reference data base. Although one might want to scan for strings, the most important search method would be the cross-links established by the users.

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Nov02/88 20:19

3:21) Jack Maher: VERN, HAVE BEEN TRYING FOR DAYS TO RESPOND TO YOUR INFO ABOUT HYPERTEXT . IF OUR EXPERTS AVERAGE THE SAME AMOUNT OF COMPUTER LITERACY I DO THEN I THINK ASKING THEM TO PUT NOTES IN TEXT FOR SOMEONE ELSE'S LATER REFERENCE IS GETTING A LITTLE COMPLICATED. IF I UNDERSTAND THE CONCEPT OF HYPERTEXT THEN ITS VALUE MAY LIE IN LINKING PARTICIPANTS TO TEXT IN PREVIOUS ISSUES THAT ARE MAINTAINED IN A DATA BASE. THE WAY TO FIND THE TEXT MAY BE BY USING THE "TEXT FIND" COMMAND IN CONFER II. AS THE POPULATION OF EXPERTS GETS MORE COMPUTER LITERATE THEN USING HYPERTEXT WITH TEXT MAY BE USEFUL. BEING A REAL NOVICE AT THIS TELE-CONFERENCING BUSINESS I AM EXTREMELY SENSITIVE TO WHAT I PERCEIVE TO BE THE LITERACY LEVEL OF THE AVERAGE EXPERT. THOUGHTS?

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Nov03/88 07:55

3:22) Vern Humphrey: I agree on the literacy question. One of the issues on several other nets is: What should we be training TODAY to take care of TOMORROW'S staff officer's needs. Actually, hypertext is not that difficult to use -- given basic writing and research skills. Let me give you an example of how it might be used:

You are evaluating a proposal to merge MOSs 11M and 19D at the E6 level.? You call up the relevant page of AR 611-201, and see a text link, put there by the TOE developer for TOE 07155L000. You follow it to the TOE paragraph a link to the doctrine for squad operations. From there, you follow links in to pending doctrinal and organizational changes (these might be unpublished staff papers.) In a short time, you have done a tremendous amount of research on MOS 11M. You also have picked up the names of many people you never heard of before who know a lot about the problem. You do the same thing with MOS 19D -- and YOU put in cross-links, and add your staff papers to the data base. You have completed your task in a very short time, and at the same time contributed something for the next staff officer who enters the system.

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Nov03/88 18:42

3:23) Michael S. Jindra: Need to get in touch with George Thurmond on Army:AINet. He and his gang are pursuing the integration of hypertext and artificial intelligence into an information retrieval application. They might have come up with something which will be of near-term (if not immediate) use to LEXSYS. At least it sounds like they're working a similar problem.

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Nov03/88 18:53

3:24) Greg Boyer: Thanks Michael. I'll invite George to come up if he wants to...just so I'm smart enough here, it seems we can do a lot in the future (and maybe the future is next week?) John Lesko, we know about your efforts to upload your survey in FORUM. Any real time fall out for us as we struggle with our current survey of experts?

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Nov04/88 16:31

3:25) John Lesko: sorry sir, what do you mean by "...any real time fall out for us as we struggle with our current survey of experts?" Remember, I'm a tanker and you've gotta' keep it simple for me...I plan on working first on the finalized version of my survey instrument (if you've looked at forum items 411-422, then you've got a taste of a dozen questions of what's now 34 in a draft being worked by Dr Bob Parnes, at Wayne State, Dr Hal Salzman at Boston U, and myself)...then, I'll be summarizing some of the other items ref: staff technologies (these summaries I'll shrink for LEXSYS but will go into my own thesis soon as chapters once refined)...and then I envision analysis of the questionnaire going (at this time) onto ENTRY....finally, I'll be defending my findings/hypothesis in front of a committee and envision a relief in the constraints on my time...As Chuck Powell and I talk ref: cataloging expertise on TECHNET, I'll share as much as I can.

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Nov04/88 21:27

3:26) Steve Whitworth: As a peripheral issue from what Vern described, I spent lots of time doing research into paper documents as a Strategy Officer for USSOUTHCOM. The hypertext system when properly used could be very useful for the continual strategy document review that joint commands have to do. Especially if the notes can refer the reader to other applicable documents or issues. (unfortunately this is not possible on an unsecure net though)

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Nov06/88 14:41

3:27) Chris Wise: While at CENTCOM I looked into a simple Expert System software to do the same sort of task. Gave up on project when I realized that not enough interest had been generated to overcome the data entry problem. That's somewhat related to the discussions on scanners, etc above.

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Nov06/88 16:21

3:28) Jack Maher: RECOGNIZE THE CAPABILITIES OF HYPERTEXT AND THINK THAT AN UNCLASSIFIED DATA BASE USED FOR RESEARCH WITH HYPERTEXT AS A TOOL WOULD MAKE A GOOD SUBJECT FOR A GROUP OF NEXT YEARS AWC STUDENTS MILITARY STUDIES PROJECT. FOR LEXSYS WHICH IS INTENDED TO BE AN ASYNCHRONOUS COMPUTER TELECONFERENCING NET USING LIVING EXPERTS I STILL DON'T SEE THE UTILITY.

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Nov08/88 20:01

3:29) Michael S. Jindra: Jack, the utility of the database (and, perhaps, a hypertext "front end" to it has two facets. One it provides (particularly with an appropriately "friendly" front end that actually assists the user rather than hindering him) a means by which the members of a team of living experts -- assembled to help solve some knotty problem in record time for some general officer -- can relatively quickly get "read up" on the problem at hand. They can all have access to the same source/reference documents on the subject being discussed and have access to all of the connected research libraries and their databases to aid them in solving the problem. Second, it provides a "perk" to those who are willing to devote their time and effort to participating in LEXSYS as part of the talent bank --that perk being that they can have on-line access to reference libraries worth of information at no cost to help them stay an expert. These two facets combine to simultaneously serve the operational need for both experts (via the perk) to help resolve the problem and a rapidly-accessible up-to-date database of information to support the experts' efforts. Time is saved by capturing experts early and having them on "retainer" (via the "perk") in the

talent bank -- so that you don't have to scramble around trying to find them and enlist them during a crisis. Time is further saved by keeping these experts in your talent bank truly expert -- it's usually faster

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Nov08/88 20:01

3:30) Michael S. Jindra: to recall something and put it to use than to research it from scratch. Finally time is saved by developing the database to support research when that is the only way for the experts to accomplish their task.

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Nov09/88 23:24

3:31) Chris Wise: Just a small reminder that we're not answering the team's basic question, which (if I can remember) was how to identify and keep track of the experts. That was the question, wasn't it?

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Nov10/88 10:37

3:32) Vern Humphrey: Good point. Perhaps we should:

1. Categorize participants, based on their self-descriptions.
2. Categorize entries, using the same descriptors as used for the participant categories.
3. Allow the participants to review the participant and entry categories, and make changes.

The results would allow a matchup fairly easily. To maintain the database, we would include the item descriptor in the item heading --this would alert participants. Persons entering items might also scan the participant list and leave messages for those participants who had the expertise, but weren't contributing.

One category of participant should be "Catalyst" -- the person who may not be an expert, but who is good at keeping discussion going, and causing other people to generate ideas.

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Nov14/88 09:18

3:33) John Lesko: This 'catalyst'-skill you speak of is in itself a expert skill in the technology of computer-mediated communications...John L

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Nov14/88 09:34

3:34) Vern Humphrey: Absolutely -- what I'm proposing is that we identify the catalysts on the basis of performance -- and get the catalysts distributed through the system, so that we don't "starve" one area and flood another.

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Nov14/88 19:34

3:35) Mike Malone: define expert" road and awful long. There's other ways. Talk with the folks at the Strategic Studies Institute about how they went about identifying the Army's "strategists", when some CSA wanted to keep a list of those available around in case he needed to strategize a little. Plus, find a thing called the BASELINE SURVEY used at the USAWC beginning 'bout the mid-seventies and lasting 10 years or so. It was based on the idea thast the major components of the USAWC curriculum operationally defined much of the areas of smart senior officers should be concerned with, and it then went on ahead to provide an instrument (self-assessment) to measure each student's LEVEL of expertise in each of these major components. There was a similar thing at L'worf once, cEed SAFE--Staff and faculty expertise register. We did some looking around at L'worf libelly, but never could find a good reference.

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Nov17/88 07:41

3:36) Rich Pomager: Vern and Mike and M2 a couple of points from the old team. First, I like the idea of letting an expert review his data file and up date his entries. That offers possibilities for maintaining a valid data base but adds the responsibil ity of maintaining an online data base. I am not sure that is feasible in light of privacy rules and security considerations. Question is how to maintain a secure online system. When you answer, remember the kid who blew ARPANET off with a virus.

A second point concerns maintaining experts on line. Last years team argued that issues many times over. We were concerned that asking an expert. to keep checking the net when in fact there isn't any business for him would create morale problems. Unless there is a way to keep the expert interactive he will lose interest and quit the net. Therefore, we decided to allow the expert to remain dormant in a data base until need for a subnet. If you feel this is worth a relook, then we shall open a discussion item on it.

Comments?

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Nov17/88 09:18

3:37) John Lesko: Sir, this is why the 'experts' homestead out there in their own subnet where they participate on a day to day basis w/in their narrow focus. The LEXSYS ad hoc task forces are formed as needed. Adjunct staffs belong to someone else 90+% of the time. The 'inputs' to the talent bank should be kept on-line. Of course, someone may want to look at how a LEXSYS item/issue coordinator would then weight those inputs using another program (probably off-line) to deal w/ the privacy and security questions above. So long as we exercise the existing security measures on CONFER I think the virus issue is moot. (I

hope no one is using their name or phone number as a password.) I have yet to meet a 'dormant' expert. John Lesko

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Nov17/88 16:44

3:38) Rich Pomager: John, your assumption is correct for experts who are forum users. However, I anticipate that many of our experts will not be FORUM users and we will be introducing them to the world of teleconferencing. Of the seven or ten people we brought online to run the prototype last year, only one was interested in remaining on as a FORUM user. I am not sure if he is still active. Thus, we find dormant experts. (thanks for the help with the spelling).

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Nov18/88 07:39

3:39) Vern Humphrey: I think you're raising an issue we haven't seen before -- that computer net- working may be an obstacle, as well as a facilitator. Have you investigated WHY people brought online preferred not to remain active?

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Nov18/88 07:58

3:40) Rich Pomager: Vern, No we did not because that was not part of our design. After much discussion last year we felt that having experts in reserve was the best way to use them properly and not bore them. Some of the people we used from the war college were happy to be off the net. Others did not care one way or another. Several said that they would use or participate in LEXSYS net again. The one guy I remember staying on was a home computer buff. I failed to mention that the DCSOPS POC wanted to remain up with his players on a separate net under FORUM.

LEXSYS should remain separate from other FORUM nets. It should be used as required. Subnets closed when the issue is answered, whether it be 3 weeks or 3 years for a given subnet. To continue LEXSYS subnets after a specific issue creates management problems for the proponent. If General X gets his answer he does not want is Issue Facilitator running a subnet during duty hours (maybe), especially in view of the position responsibilities. The problem then becomes who is qualified to run an expert net and what is it we discuss. Many issues may not be that technical and so anyone could manage a net. But suppose the issue is technical or requires considerable understanding of the political situation, then I am not sure a well intentioned Facilitator can properly guide the net.

I do not see a problem continuing the subnet if there is a follow on

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Nov18/88 07:58

3:41) Rich Pomager: issue or the issue proponent requests continuation. Super! Not a problem advising experts to join a FORUM net if they want to keep interacting. There are options, but let's insure that we do not create another FORUM net via LEXSYS.

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Nov18/88 08:18

3:42) John Lesko: What if we think of the entire CONFER, NOTEPAD, ARPA, and ANYOTHERNET (to include the Good Ol'Boy System) as the talent pool? Notice that some 'true' experts may not be in a computer-mediated communications system... And we think of LEXSYS as boilerplate, that is, LEXSYS is the group that has worked w/ TAPA et al to identify and catalogue 'expertise'. How does this change the way a systems leader views his/her 'puzzle' or problem?

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Nov23/88 14:43

3:43) Mike Malone: It helps me (a purebred technopeasant) to ratchet my time perspective out about five years when I think about all this stuff.

"Groupware"--the third "ware" wave--will be here then. Couldn't the experts have a "home" net composed of individuals in the same field or subfield, and purposed toward the development and maintenance and re-bluing of professional development in that field? With the grad students (Army, DA Civ) in that field also on the net, and working 'way out there on the COPL scarfing up the new stuff and contributing abstracts and summaries, and surveys--serving as "graduate assistants" to the net? Et other things that would attract any pro. Then, if you needed one of them guys, or a "wad" (little less than a squad) of 'em, you could fall 'em out with a message from a "mother" net like FORUM. I must have missed something....How come LEXSYS can't be in orbit around FORUM? New thought...what would an organization look like if it was structured primarily on computer conferencing as the primary mode of "work" and had "information" as its main line of business? I see something that looks like particle physics....m2

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Nov27/88 19:26

3:44) Jack Maher: AGREE FORUM DOES SOME OF WHAT IS DESCRIBED IN PREVIOUS RESPONSE AND HAS CAPABILITY TO DO MORE. PROBLEM IS WE HAVE TO GET THESE GUYS AND GALS UP AND TALKING. MY WILD GUESS IS THAT ABOUT 5-10%, IF THAT, OF THE "EXPERT" POOL ARE UP FORUMNET. GOTTA FIND OUT WHO THEY ARE, GET THEM MOTIVATED TO PARTICIPATE THEN PUT THEM ON THE COPL.

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Dec01/88 13:24

3:45) Mike Malone: Jack...Thought: Fall out the USAWC curriculum or the Baseline survey, sorten and reword into 15-20 item survey, similar to the one John Lesko ran (in format). Purpose: registration of FORUM's expertise. Why? Well, initially, to be able to present evidence and data that FORUMNET is a valuable adjunct to the CSA's Decision Support System. It won't be long before some witlss pissant will be trying to stuff FORUMNET down the DOD disposal. That's the near-term reason. Long-term answer to Why? is so the Army can learn about live data bases.

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Dec01/88 14:23

3:46) Vern Humphrey: Good idea, M2! But also allow for an open-ended question or two:

"How would you describe your principal area of expertise in your own words?"

"What areas do you think we should cover that we haven't covered?"

"What problems do you think we should address that we haven't addressed?"

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Dec01/88 18:55

3:47) Greg Boyer: NOW E...WE,RE GETTING SOMEWHERE...JOHN YOUR SURVEY IS JUST WHAT I THINK WE NEED ON DIS HERE NET...THX MIKE

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Dec01/88 21:30

3:48) Jack Maher: THINK WE GOT THREE THOUGHTS WORKING HERE. M2'S IS DO DO A SURVEY OF THE AWC STUDENT BODY TO SEE WHAT THEIR EXPERIENCE HAS BEEN ON FORUMNET. THE 288 STUDENTS ONLY COUGHED UP 150 RESPONSES TO OUR QUESTIONNAIRE AND IT WAS ONLY ONE OF TWO OR THREE THAT THEY HAVE BEEN ASKED TO FILL OUT. THE MESSAGE I GOT WAS THAT THE STUDENT BOD AIN'T INTERESTED IN QUESTIONNAIRES. THE SECOND THOUGHT WORKING IS THAT WE PUT JOHN LESKO'S (OR ONE LIKE IT) QUESTIONNAIRE UP ON LEXSYS. ALL FOLKS ON THIS NET HAVE HAD THE OPPORTUNITY TO FILL IT OUT ALREADY WHEN IT WAS UP ON FORUMNET. THIRD THOUGHT AND NOT SURE IF IT WAS THIS ITEM OR ONE PREVIOUS WAS TO CATALOGUE EXPERTISE AT ENTRY ON THIS NET. HOPE JIM CARY WILL ENABLE THAT FOR US SOON. I GUESS WHAT I'M LONG WINDED AT SAYING IS THAT SOME OF US POOR LITTLE STUDENTS ARE GETTING AWFUL BUSY WITH SCHOOL WORK ABOUT NOW AND ARE HAVING TROUBLE TRYING TO KEEP OUR PLATE FROM DRIPPING OVER. ALL IDEAS ARE GREAT BUT THE RESOURCE TIME RUNETH OUT.

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Dec02/88 09:31

3:49) John Lesko: Folks --- somebody missed something ref: my survey --- The questions about teleconferencing and other communications means that were on FORUM constituted a PILOT to what's now a much better instrument located at the ARMY:ENTRY level. Those on LEXSYS; the next time they sign onto the system, should at the ARMY:ENTRY LEVEL, TYPE in SURVEY at the DO NEXT? prompt. This then takes the participant thru a questionnaire that'll be analyzed by computer using SPSSX to result in a statistical analysis  
(histograms, linear regre...)

Bottomline = take 15 minutes of your time and answer the questionnaire at ARMY:ENTRY.....I'll share everything I get w/ LEXSYS @ AWC. John Lesko

Item 4      18:21 Oct31/88      64 lines      1 response  
Mike Graves  
Minutes of Work Group Meeting #2

LEXSYS TEAM MEETING #2, 21 OCT 88:

1. The team met at 1145 hours, 21 Oct 88, in Room C318, Root Hall.
2. The purpose of the meeting was to discuss progress to date.
3. Team Chief:
  - a. The LEXSYS net will become operational Saturday, 22 OCT 88. LEXSYS team members must clean up existing files prior to that time.
  - b. I plan to introduce the LEXSYS project and Baseline Assessment Survey to the AWC Class '89 on 3 Nov 88 while assembled in Bliss Hall.
4. Network Organizer:
  - a. Once the new LEXSYS net is operational, participants with a user-id will join the net initially after signon. Participants may then join the Forumnet with "DO NEXT?" "J", at which time you depart the LEXSYS net.
  - b. Prospective MACOM participants should be advised to contact Greg Boyer on the LEXSYS team.
5. Work Group #1:
  - a. The Baseline Assessment Survey for AWC Class '89 will be completed and in student mail boxes by 3 Nov 88.
  - b. We are considering adding AWC Class '89 Fellows to the survey.
  - c. We are pursuing an initiative to automate the survey and have it electronically available on the LEXSYS net for download. Participants would then complete the survey and mail it back to the LEXSYS team.
6. Work Group #2:
  - a. The TDY travel plans for the team are in draft format. We are proposing six one day trips and three two day trips in order to coordinate the team's actions with DA, MACOMs and service schools.

7. Work Group #3:

a. We plan to contact the Director of Academic Affairs to acquire a current list of Military Studies Projects (MSP) for consideration as prototypes. CINC issues are of prime interest.

b. Minutes of the LEXSYS meetings will be posted as items on the net for the awareness of all participants.

8. The meeting adjourned at 1250 hours.

1 response

Oct31/88 19:49

4:1) Bill Mathews: MIKE, THANKS FOR YOUR HELP ON ITEM 4.

Item 5      18:51 Oct31/88      9 lines      14 responses  
Mike Graves  
LEXSYS Communications

One of our objectives in the LEXSYS project is to address communications support, particularly OCONUS communications options. At this point we are not sure if AUTOVON, leased communications or some other means will be the most cost effective while providing the necessary service. Several of the team members are familiar with COMM's acquisition procedures, but we are requesting assistance and information from knowledgeable participants. Again, our goal is to increase the connectivity between users in an efficient and cost effective manner.

Related items:    29

14 responses  
Nov01/88 06:34

5:1) Rich Pomager: ONE OF THE THINGS WE NEED TO FULLY UNDERSTAND THE PROBLEM IS FOR THOSE OF YOU WHO HAVE PARTICIPATED ON FORUM FROM OVERSEAS TO EXPLAIN THE TYPE PROBLEMS YOU HAD AND HOW YOU CONNECTED. I WOULD BE MOST INTERESTED TO LEARN IF ANY OF YOU USED ALOCAL CONNECT VIA TELEPHONE AND SATALITE BACK TO THE US. HOW MUCH DID THIS COST? WAS IT RELIABLE AND EFFECTIVE? HOW WAS BACKGROUND NOISE IN COMPARISSON TO ARMY CONNECTIONS? ARE LOCAL PHONE OF SUUFICIENT QUALITY TO CARRY DATA TRANSMISSIONS? ARE DATA LINKS FOR BANKING AND OTHER PURPOSES USED BY THE HOST GOVERNMENT OR BUSINESSES?

I HEARD OR READ SOME INFORMAYION THAT A DTA LINK FROM AUSTRALIA TO THE US COST 12 DOLLARS FOR THE INITIAL LINK UP. THAT DOES NOT SOUND TO EXPENSIVE WHEN CONSIDERING THE THE SCOPE OF OUR PROJECT.

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Nov01/88 20:38

5:2) Chris Wise: Suggest that someone take a look at the underlying Merit system that FORUM runs on. One of my students here is convinced that he's going to be able to stay on a FORUM subnet from Malaysia via a Tymnet node into Merit. He thinks cost will not be particularly high. Tymnet worldwide access nodes lists about 80 countries (incl USSR). Costs are obviously a factor. But this same student sent a Telex direct to US embassy Kuala Lampur from his home machine for \$2.00. So it can be done. I just don't know how to do it. He used a service provided by Compuserve for the Telex.

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Nov02/88 19:43

5:3) Mike Graves: Chris, thanks for the info. I am on CompuServe and aware of some of the Comm's services, but thought they were expensive. I only looked at 2 cities in Europe so it may be cheaper than expected. I was hoping some of the participants would respond from OCONUS. We might consider putting the item on Forum.

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Nov02/88 20:20

5:4) Chris Wise: If you'd like, I'll move some info over from FAONET to here. No answers, but some ideas.

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Nov02/88 21:36

5:5) Mike Graves: OK Chris, send it and we will take a look.

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Nov02/88 22:44

5:6) Tom Norton: Security issues can be addressed by Rich Pomager from a briefing received last year, concerning hardware. An efficient low cost system is available. Will be glad to discuss with Rich if he doesn't remember.

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Nov03/88 15:56

5:7) Rich Cruz: Mike, I hope we get some responses from OCONUS. It sure would be nice if there were some comm systems that cheap and clean. My recollection from Europe is that unless we can get on DDN or AUTOVON (only as a last resort) it can get very expensive. Comm costs from Germany via DBP or Italy via SIP are sky high.

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Nov03/88 18:44

5:8) Mike Graves: Rich, I will check out some of means in CompuServe this weekend. I checked earlier this year and they were expensive.

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Nov04/88 21:07

5:9) Chris Wise: What follows is some info dug up by a participant in the FAONET. It really doesn't have any answers, but it does give us some hints about where to go. In the specific case of a LEXSYS subgroup, my guess is that the cost savings in reduced TDY would more than pay for OCONUS comm expenses. Regarding access from overseas. What I know is both TELENET and TYMNET provide overseas access. That is, both nets could be accessed using a local telephone number in that country, similar to the way we do it here. If I could access the local telephone number in that country, and am allowed into the net using my current USERID, I'm good to go.

I will, however, have to bear the cost outside of the telecommunications network [Tymnet, Telenet]. That is, pay for fees charged by the host country's telecommunications network before it goes into TELENET or TYMNET. Or, if I'm crazy enough to do so, pay for long distance telephone charges to a CONUS number. There are quite a lot of countries with TYMNET access. If anyone is interested I could provide the list here, or you may connect to TYMNET yourself. At their "logon id:" prompt, type in "information" and then carriage return. You will have access to the full country list and rates for specific countries. As for TELENET, if anyone is interested as to whether a particular country is serviced by them, type "\$run mnet:access" at the DO NEXT? prompt while in LEXSYS. If the country is serviced, it will

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Nov04/88 21:07

5:10) Chris Wise: provide the rates for that country. OCONUS AUTONET access is very limited. Remote mail. If overseas access cannot be managed, remote mail is a possibility. It allows pseudo-access to FORUM as long as someone in the net is willing to play messenger - willing to "take notes" as to what's going on in the net. We all have access to the MTS remote mail facility. "\$me" at the DO NEXT? prompt puts you into the MTS message system. "\$Help \$Message\_Remoce\_Messages" after the DO NEXT? prompt gives you the information on remote mail. No overseas on-line time is charged - only the cost of sending the "package" to the remote station and is a part of the cost of the system.

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Nov04/88 21:37

5:11) Steve Whitworth: I used both AV and commercial (STU II) while in Panama. Commercial lines were clearer and provided better baud transmission rate. AV access was initially a research project to find out how and then coordinate with the USAISC. Had to connect to the OPTIMIS system and then try to port out through Telnet or ARPA. Then it really got sloooowwwwwwww. The line noise created many lost files. AT one time FORUM was going to investigate trying to get a direct access AV number for WSU so I could avoid the various connections. Often had to wait until off-peak hours when dialing AV to avoid being bumped by high-priority calls.

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Nov17/88 13:46

5:12) Phil Schneider: I just came from 6 plus years in Germany...during last 4 years I spent considerable time on FORUM and during the last year used both FORUM and my parent HQS EMail almost daily (parent HQS being in Alexandria VA)...DDN access was my primary link however I had to work in the evenings and on weekends because of local rules about data traffic between 0700 and 1700 on duty days...it worked well for me (I was in Heidelberg) and not so well for others in Grafenwoehr or Garlstadt!

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Mar03/89 08:12

5:13) Mark Ferrell: In response to item 5:4 I agree that the deep attack mission probably is a corps or echelon above corps mission. However, there can be exceptions using the attack battalions from a division in reserve.

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Mar04/89 06:27

5:14) Rich Pomager: Mark suggest you list those exceptions so that we may understand your comment. Further, your comment should occur under The ATK.HEL.OPNS subnet. Thanks.

Item 6      21:00 Nov03/88      49 lines      17 responses  
Mike Graves  
LEXSYS Team meeting # 3

LEXSYS TEAM MEETING #3, 28 OCT 88:

1. The team met at 1130 hours, 28 Oct 88, in Room C318, Root Hall.
2. The purpose of the meeting was to discuss the network organizers' TDY trip and to finalize the focus on the project effort.
3. Team Chief:
  - a. The two major concerns throughout this project will be (1) building and maintaining a data base of experts, (2) identifying training requirements.
  - b. At the next meeting, team members must provide input on topics of discussion for the briefing with the Commandant, AWC.
4. Network Organizer:
  - a. Greg and Mike spent an eventful day in D.C. on 26 Oct 88 with the Forumnet personnel.
  - b. We will want to establish network ground rules concerning the conduct of activity on the net.
  - c. Procedures have been established for us to open a subnet for prototype issue development when required.
5. Work Group #1:
  - a. We are considering expansion of the Baseline Assessment Survey to AWC Class '89 Corresponding Studies Course students.
  - b. Forumnet contains a training net "FORUMTNG" that we should may want Work Group #3 to evaluate.
6. Work Group #2:
  - a. The team TDY plans have been finalized and will be submitted to the AWC.
  - b. We will place an item on the net concerning the O'CONUS connectivity issue by 1 Nov 88.
7. Work Group #3:
  - a. We plan to develop requirements for cost data analysis of LEXSYS subnets and submit our request for assistance to the Forum office.
  - b. The skills and commands required for Confer II, particularly the EDIT function, should be reviewed for applicability.
  - c. We plan to post MSP topic issues selected for prototype analysis on the LEXSYS net.
8. The meeting adjourned at 1240 hours.

17 responses

Nov03/88 22:46

6:1) Chris Wise: Just want to thank you all for keeping the "outsiders" informed. Really helps to have some feel of what's happening at AWC and gives us hints on where we can help. I will be in DC week of 14 Nov. Anyone I should talk to?

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Nov04/88 16:38

6:2) John Lesko: I second the motion in 6:1 (wise) above....REF para 7.b. on skills training w/in a CONFER-based system....I'm finding that the senior experts you're cataloging into prototype LEXSYS(es) get up to speed fastest by using a coach during the initial session or two on-line....It is for this reason, that we in TECHNET are phasing our (planned) expansion. We've got to build a cadre of technopeasants who then help out the folks who know nothing about computers and/or teleconferencing....The on-line tutorial stuff seems to work best AFTER that coaching process mentioned above...John Lesko

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Nov04/88 20:14

6:3) Jack Maher: JOHN, GETTING THE EXPERTS OVER THEIR "FEAR" OF SOMETHING ELECTRONIC THAT MIGHT EMBARRASS THEM WILL BE A HARD NUT TO CRACK. YOU ARE TALKING TO THE AUTHOR OF CONFER II--I WONDER IF HE HAS THOUGHT OF MAKING CONFER MORE USER FRIENDLY BY USING HELP SCREENS SIMILAR TO WORDSTAR WHERE IF YOU ARE A REAL BEGINNER YOU CAN HAVE A LARGE HELP SCREEN WITH LAYERS ALWAYS UP. AS YOU GET MORE PROFICIENT YOU CAN REDUCE IT BY LEVELS. THAT SURE HELPED ME LEARN WORDSTAR AND I REALLY THINK IT WOULD MAKE CONFER II A LOT MORE USER FRIENDLY.

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Nov06/88 04:46

6:4) Jim Cary: Jack, Try typing MENU at a DO NEXT? It goes on forever...

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Nov06/88 16:31

6:5) Jack Maher: JIM, I DID THAT AND FOREVER WAS ONLY 10 COMMANDS--ALL CONTAINED IN THE QUICK REFERENCE GUIDE.

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Nov09/88 08:14

6:6) Vern Humphrey: A fundamental problem we face is that user-friendliness is expensive. There are no shortcuts. All truly easy to use programs achieve that status through extensive use by large numbers of people -- and through the economic benefits that come from selling continuous upgrades. Not until we have enough people using nets will we be able to muster the horsepower to add all the bells and whistles.

In the meantime, we need to document the problems we encounter. It would be helpful to list any problems we have -- for the benefit of the follow-on system. So I agree with Jim Cary -- if he thinks the menu goes on forever, other potential users will probably have the same impression.

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Nov09/88 15:19

6:7) Jim Cary: Jack/Vern, Please take a longer look at MENU. You will find MENU LIST command opens up the door, it has quite a bit of depth.

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Nov09/88 15:38

6:8) Vern Humphrey: Agree -- but what counts are perceptions. I don't have a lot of trouble with computers -- because I've owned so many for so long. But there are a lot of people who are convinced they CAN'T learn to use a computer. I know a woman who has published 12 novels, and admits to an average of 50 re-writes on each one -- but won't think of using a computer because "they're too complicated."

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Nov17/88 07:44

6:9) Rich Pomager: Mike, since we will be having new people join the net, I suggest you open an item calling for their comments on problems encountered. This will let us build a reference file for fixes/suggestions to Bob Parnes on what needs changing.

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Dec22/88 21:25

6:10) Michael Kanner: Rich, agree. While a user can find all the answers in the CONFER II manual. It can be a bear and doesn't tell you about the shortcuts. An item on shortcuts or questions would probably help most users (beginners or experts)

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Dec22/88 21:38

6:11) Jack Maher: HOW ABOUT A MENU LIKE WORDSTAR HAS. ONCE ONE IS VERY FAMILIAR WITH CONFER II ONE COULD ADJUST THE SOFTWARE FOR A SHORTER MENU OR NONE AT ALL. DOES ANY- BODY ELSE THINK LIKE I DO? I JUST STARTED WORKING ON A COMPUTER THREE MONTHS AGO AND FIND CONFER II SOFTWARE DIFFICULT, ESPECIALLY THE EDIT MODE.

- - - - -

Dec22/88 22:11

6:12) Jim Cary: Jack, I've been complaining about the software for 10 years. It has really done me no good at all. The author is satisfied with a slow growth that is now being overtaken by the "big blue". IBM is now introducing its computer conferencing software. I warned Parnes that he should either get in the business seriously or sell out. He's run CONFER like a cottage industry and been happy with on again, off again success. The user unfriendly atmosphere has always hampered this important telecommunication media. But, the cliché that enjoy this technology find the mystic of "knowing" what to do and how to do it more important to them than making the technology usable by every body. Too bad but the end is in sight.

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Dec22/88 22:31

6:13) Jack Maher: I HOPE BOB SEES THIS EXCHANGE. IT WOULD NOT TAKE THAT MUCH PROGRAMMING EFFORT FROM HIM OR FROM A CONTRACTOR TO MAKE WHAT IS OK NOW GREAT. I HAVE NO QUALMS ABOUT CHANGING TO SOMETHING MORE USER FRIENDLY. THE FOLKS WE-THE ARMY-NEEDS UP ON LEXSYS NOW PROBABLY DON'T HAVE THE SKILLS OR THE TIME TO DO MORE THAN THE BASIC STUFF WITH CONFER II. I DON'T KNOW ENABLE SOFTWARE BUT WERE I BOB PARNES AND WANTED TO KEEP THE ARMY CONTRACT I WOULD MAKE MY SOFTWARE AN EASY SKILL TRANSFER FROM THAT SOFTWARE.

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Dec27/88 18:30

6:14) Richard M. Lukens: I agree with Jim Cary, I have used this Confer II For about 3 months and I have yet to be able to edit anything. The conference software on COAHOST seems much easier and faster to use from Korea.

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Dec28/88 09:51

6:15) Mike Malone: If y'all DO figger out the CONFER Editor, when you get inside, please look around for three DeltaNet folks who disappeared in there in the late 70s!

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Dec29/88 01:40

6:16) Jack Maher: ROGER, BEEN LOST THERE A COUPLE OF TIMES BUT GOT OUT WITHOUT ANY RESULTS!

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Jan05/89 14:10

6:17) Greg Boyer: Just tried editor again...on the way for a Mick Dry now

Item 7      17:27 Nov07/88      36 lines      3 responses  
Mike Graves  
LEXSYS Team Meeting #4

LEXSYS TEAM MEETING #4, 4 NOV 88:

1. The team met at 1130 hours, 4 Nov 88, in Room C318, Root Hall.
2. The purpose of the meeting was to finalize work group objectives and milestones and to discuss progress to date.
3. Team Chief:
  - a. Team members should participate in John Lesko's questionnaires on Items 411-422 on Forumnet.
  - b. LTC Jim Cary, Office of the Secretary of the Army, is scheduled to meet with the LEXSYS team in Carlisle on 15 Nov 88.
  - c. The team will brief the Commandant, AWC on the LEXSYS project 1500 hours, 18 Nov 88.
4. Network Organizer:
  - a. We have provided an index on the network to catalog items into four distinct areas.
  - b. We recommend that team members download messages daily.
5. Work Group #1:
  - a. The Baseline Assessment Survey to the AWC Class '89 went out on schedule 3 Nov 88.
  - b. We plan to draft a similar cover letter and survey for NDU next.
6. Work Group #2:
  - a. Item #4 concerning O'CONUS connectivity was placed on the net 31 Oct 88 as Item #5.
7. Work Group #3:
  - a. New software "TERM" has been loaded on the AWC computer and is available for use. Work Group #3 will be the POC to train students on the use of teleconferencing at Root Hall.
  - b. We have opened dialogue with TAPA for use of their data base for identification of experts. A TDY trip is planned in the near future.
  - c. Recommend we acquire a mail box at the AWC for internal distribution and external mail for the team.

3 responses

Nov07/88 19:32

7:1) Jim Cary: CSA has ordered me to give a RIMS presentation to the Senior Leadership Conference at Leavenworth 14-15 November. I am really sorry but GEN Vuono personally directed this appearance. How about the following week?

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Nov07/88 20:50

7:2) Bill Mathews: Jim, the following week sounds good to me-- the sooner the better. I'll confirm with Rich Pomager and Jack Maher and we'll get back to you

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Nov08/88 09:46

7:3) John Lesko: If anyone missed the chance to comment on the items 411-422 on forumnet DONT PANIC....There will soon be a more detailed and anonymous questionnaire placed on-line which will incorporate the pilot survey and other items ref: computer-based communicati?ons technologies. I'm waiting for my thesis advisor's 'thumbs up' signal. Bob Parnes and I have been working on a draft and (hopefully) this will be posted by week's end...John Lesko

Item 8      12:13 Nov12/88      2 lines      45 responses  
Bill Mathews                      Prime=1  
COST DATA FOR LEXSYS PROTOTYPE ISSUES  
--- ITEM 8      RETIRED

Mike, thanks for the info. Will send you a message on your question. Mike G.

Related items:      33

45 responses

Nov13/88 15:07

8:1) Greg Boyer: We can get some rudimentary useage factors from CONFER. ?maybmaybe someop...maybe someone has got Bob Parnes to help John Lesko- are you capturing any cost data in your efforts?

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Nov13/88 18:50

8:2) Bill Mathews: John Lesko may be acquiring cost data from his study which precipitated Forumnet Items 411-422.

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Nov14/88 09:21

8:3) John Lesko: Items 411-422 were a pilot survey for a soon to be release, on-line questionnaire....As for capturing cost data....suggest you contact LTC Ed Feige for he has a good feel for what FORUM costs...Lesko

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Nov15/88 21:30

8:4) Steve Whitworth: FORUM or the Net Organizers might be able to provide that data, plus cost overruns on guys like me that read everything on a coupla nets.

- - - - -

Nov16/88 08:13

8:5) Rich Pomager: The problem is not the fact we can not collect data, the problem is the cost da ta is macro in nature. Presently, cost data is charged against a members home net. If the member plays on several nets as many of us do, then all of our time is charged to the home net. LEXSYS needs to capture data relative to costs associated with the subnet experts participation. This would keep billing data straight for a user of LEXSYS. It would also assist in the promotion of LEXSYS. People still have difficulty believing that 35 - 50 players can participate in a conference for one year at a cost of \$12 to \$15 K. If we can show real time cost for 25 experts ina subnet for two or four or six weeks problem resolution, I think we can impress individuals with the product.

I want data that tells me exactly how much a subnet costs for the period operational. Then I want individual expert participation costs during the play. I think we need data on types of usage factors i.e., high costs vs low costs activity, number of times an expert participates, number of times the expert logs on with no interaction (reads but does not respond) and possibly data in segments of subnet activity for useage (what is the point at which an expert becomes proficient in using the system). Our prototype last year was too short to quantify the last data point, but I believe we shut down the net at about the point participation was ready to roll.

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Nov16/88 08:13

8:6) Rich Pomager:

Well, I am not sure I can justify precisely why we need the above data, it is just a SWAG for now. And for the "nay sayers" at the FORUM office, please look at this objectively. FORUM does need better cost data.

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Nov16/88 08:35

8:7) John Lesko: I understand your comments above but they sound like they come from a 'breaucratic mindset' (ie. let's capture the cost of a small LEXSYS) whereas the beauty of this system is that the experts already are on-line w/in each of their respective subnets...The LEXSYS concept as I see it is to tap into the EXISTING TALENT/KNOWLEDGE BANK and use in an AD HOC or ADJUNCT STAFF way the 'free energy' that w/in all organizations....If the AWC study group SELLS the ideas of costs of the network as the COST OF DOING BUSINESS and gets the systems leadership to envision all that POTENTIAL ENERGY (which the army has already invested in via schools and PCS moves and numerous assignments) then this cost factor (although not moot) becomes a lesser rather than a greater criteria. The facts are that computer-mediated communications will become more and more a part of everyones' life. Each year produces a new generation of computer literate junior officers who become more and more senior every year. No one questions the cost of a telephone system -- yet, teleconferencing is telephoned based and captures what's said too boot!

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Nov16/88 16:05

8:8) Vern Humphrey: Good point, John! We're up against the "perfect alternative syndrome" -- the tendency to find fault with the new (and to demand perfection from the new) while ignoring the costs and failures of the old. To overcome this, you have to:

1. Demonstrate what the old system WON'T do (or won't do as well).
2. Identify all the hidden costs of the old system (what's it cost to prepare and file a Memo for Record, for example).
3. Anticipate and resist attempts to lead you into areas you don't need to defend ("Well, what about people who can't type? And people who don't LIKE computers?")

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Nov16/88 16:42

8:9) John Lesko: Another way to look at it is from a model I've learned about decision making...We all want a GOOD, TIMELY, and ACCEPTABLE solution...Since ACCEPTANCE is key, then we need to incorporate the greatest number of participants (the majority of which will have bought into selfless service and the idea of contributing their efforts via an 'adjunct staff') into LEXSYS...The LEXSYS user or sponsor maintains control of the QUALITY and the TIMELINESS of the decision for he/she can take the 'experts recommendation(s)' or not accept them...Timing of decision is self explanatory.

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Nov16/88 21:35

8:10) Jack Maher: REF 8:7 - BASED ON WHAT I HAVE READ WHEN I HAVE SKIPPED THROUGH SEVERAL NETS I AGREE THAT THERE ARE A LOT OF SMART PEOPLE UP ON FORUMNET ET AL HOWEVER I SERIOUSLY DOUBT THAT MORE THAN A VERY SMALL MINORITY OF THE EXPERTS POTENTIALLY AVAILABLE ARE UP AND CONTRIBUTING. ANOTHER IMPORTANT ASPECT OF THE CONCEPT OF LEXSYS IS THAT OF HAVING A NET BY SPECIAL INVITATION ONLY. A NET CALL MAY BE OF SOME GOOD BUT DOES NOT HAVE IN MY HUMBLE OPINION THE POTENTIAL THAT A CAREFULLY SCREENED GROUP OF EXPERTS WOULD HAVE.

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Nov16/88 21:51

8:11) Jack Maher: IN TERMS OF DETERMINING THE COST--I AS A TAXPAYER AIN'T WILLING TO PAY THE FREIGHT FOR FREE SPIRITS FLIPPING THROUGH THE NETS FEELING OBLIGATED TO DISCUSS SUBJECTS WHEREIN THEY ARE OUT OF THEIR DEPTH. IF LEXSYS IS GOING TO WORK ITS COSTS WILL BE BOURNE ON A CHARGE BACK BASIS AS ARE ALL THE TELEPHONE CALLS NOW OR SOON TO BE. AS A RESULT, IT IS IMPORTANT FOR US TO BE ABLE TO DEMONSTRATE TO A POTENTIAL ITEM FACILITATOR THAT COMPUTER TELECONFERENCING IS JUST AS GOOD OR BETTER, LESS TIME CONSUMING AND LESS COSTLY THAN THE CONVENTIONAL SOLUTION WHICH IS USUALLY TDY.

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Nov17/88 07:06

8:12) Vern Humphrey: I'm not sure that we have to compare LEXSYS to the final, full-blown system that we may someday have. It's perfectly true that there is a lot of chatter on these nets --but we are at the beginning of the process of developing a new method of information transferral -- not at the end. We're still experimenting.

You do mention one handicap we have -- every exchange leaves tracks. Suppose each time you picked up the phone, you could get a transcript of every conversation that had taken place in the past 24 hours --how would the telephone system look then? I suspect you'd find a lot more idle chatter and downright fraudulent use of the government's phones than you'll find on this net.

- - - - -

Nov17/88 07:55

8:13) Rich Pomager: You are all correct in parts of your conversations. As a team member last year, I had the difficult job of finding a project manager who would support the prototype. In every case, the question asked was "How much is it going to cost me?" I think in several cases this was a ruse to say I cannot afford it. I believe we need to show cost savings to managers and a boost in efficiency. These are the factors that impress today's dollar constrained managers.

The other data I am looking for is to help you and refine LEXSYS operations.

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Nov17/88 20:47

8:14) Bill Mathews: Being able to compare the cost of acquiring answers to issues for the senior leadership of the Army via teleconferencing vs the alternative of costs for a conference at a TDY site would be a significant dimension in promoting the LEXSYS concept. Our real interest is what costs should be captured and how do we capture these costs in order to conduct a proper analysis for the good of the concept!

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Nov18/88 07:43

8:15) Vern Humphrey: Why don't you run a manual simulation? Assume an issue, identify the notional players, and "call them in" to a conference -- get the travel, TDY, lodging, and other direct costs -- then try to assess the indirect costs -- what the conferees can't do at home station while at the conference.

You might also consider factoring in the time element -- good ideas take a while to germinate, and that's a shortcoming of a limited time event -- such as a TDY conference.

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Nov18/88 10:11

8:16) Jim Cary: Bill, I think the Q command can give you the data you need. In other words, each issue is put in it's own subnet. The Q command for that net tells all.

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Nov18/88 18:41

8:17) Michael S. Jindra: Other costs to consider are : Salary/compensation costs (how much does a given participant get paid by the hour? How many hours did he "work" on the project? -- The hours of "work" have to take into account not only the time he was directly involved with project work; but also the hours he had to spend going to and from the meeting and preparing for the meeting. This is where most accounting systems fall down -- the Army typically only counts travel and per diem costs because our salaries are "fixed". The common accounting methods typically do not count the time spent arranging for travel orders, trying to pass off the tasking to someone else, briefings, pre-briefings, pre-pre-briefings, and the preparation of trip reports. Lawyers and consultants are very familiar with such time accounting -- but most Army officers are not; they just know (at the gut level) that something ALWAYS takes longer than what they are allowed to write down on their "timesheets".

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Nov19/88 12:38

8:18) Jim Cary: Yes, but the question I thought was can we account for LEXSYS participant's time on the net. The answer is yes. However, if the question is can we quantify those items you describe above, the answer is also yes. Time and motion studies do that every day---just a matter of finding whose done that one.

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Nov19/88 20:12

8:19) Jack Maher: MIKE, JIM--THE "EXTRA" STUFF THAT NORMALLY DOES NOT GET QUANTIFIED IS STUFF THAT NEEDS TO GET QUANTIFIED. VERY FEW FOLKS THAT COST THINGS OUT UNDERSTAND THAT COST. ANY TIME YOU HAVE A CONFERENCE YOU HAVE A MIX OF FOLKS--SOME ARE FREE SPIRITS AND RESPOND TO THE ISSUE SPONTANEOUSLY WHILE OTHERS DO ALL THE HOMEWORK AND CONTRIBUTE FROM A KNOWLEDGE BASE BECAUSE THEY DID THEIR HOME- WORK. BOTH SORTS ARE USUALLY PRODUCTIVE AT A TDY CONFERENCE ALTHOUGH SOME COME ONLY FOR THE "FREE LUNCH". HOW DO WE CAPTURE THE TRUE COSTS CONSIDERING THE FACT THAT YOU WILL ALWAYS HAVE A MIX OF THE TWO TYPES?

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Nov20/88 11:08

8:20) Jim Cary: Fair point and I frankly don't know. I wonder how many people really prepare for conferences. I would suspect few really spend time doing preparatory work other than scanning recent articles in professional journals, if they suscribe to them. Go to the library and research---few. However, regarding the other costs, time to process orders, preparation time (lost productivity), lost time during travel, obscure factors such as resultant family problems...

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Nov20/88 11:51

8:21) John Lesko: This assumes that those who attend a conference are not given an agenda before the conference kicks off...I can tell you that those who must 'brief' at the conference have done a lot of work pring for this conference....Perhaps the strength of a teleconferencing system is that it facilitates a lot of the work that must/should be done before the need to get 'eye ball to eye ball' happens....I think computer-mediated communications systems allow you to be more efficient in 'answering the mail' so that in the long run, you're more effective during those 'tete d' tetes'.

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Nov21/88 19:00

8:22) Michael S. Jindra: Amen, John. The meetings/conferences that I truly hate to go to are the ones where you don't get any of the material before the meeting so that you can do whatever research work and staffing that you need to do before the meeting. Then you arrive at the meeting and some "staff weanie" hands you a 6-inch-thick document that you must read, understand, and make coherent comments/recommendations on (representing your whole command's position on the matter) -- all before the meeting ends at 1600! Just the advent of electronic mail has helped me in this regard -- now I can arm wrestle that "staff weanie" to e-mail me the parts of that document that he really wants my comments on -- which gives me time to make BETTER (not necessarily perfect) comments and recommendations.

Teleconferencing goes e-mail one step better in that we (the "staff weanie" and I) can have a dialogue on the matter -- with the added benefit of a machine-captured MFR which (1) gives me something else to think about while I'm preparing for the meeting and (2) saves me the time of taking notes during a telephone conversation (thereby being a half- ass participant in the conversation) and/or reconstructing the "he said -- then I said"s into a written CYA document for the files. All of these features either save me time and/or make the time I spend more productive and they MINIMIZE the times the "staff weanie" and I have to spend in face-to-face encounters -- at GREAT expense of time -- for

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Nov21/88 19:00

8:23) Michael S. Jindra: all the reasons that have been mentioned in the previous four responses. I doubt that teleconferencing will completely eliminate the need for such encounters -- but it surely does cut down on the frequency of the need and it surely does increase the productivity of the encounter when they are needed (because we can share arguments/positions in advance and deal with all but the most critical by some means other than a face-to-face encounter).

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Nov23/88 19:27

8:24) Mike Malone: Hey, there...find Wojo. We had a cost comparison study done as a annex to the Operational Concept we wrote for LESNET (which is what LEXSYS was called, until we started getting strange messages...)

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Nov23/88 23:27

8:25) Mike Graves: Mike, I will show my ignorance. I don't know who WoJo is. Your info is great and will pursue, but don't know the contact.

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Nov25/88 09:46

8:26) Mike Malone: Sorry 'bout that. "Wojo" is Maj Alex Wojocicki, NBC staffer from Special Opns Command. Probably the Army's best computer conferencing expert, and definitely the best conference organizer. He was the "integrator" for the initial LEXSYS work and getting the Operational Concept written, somehow, by a group of about 30 folks who never saw each other. You can get to him with a message here on FORUM, but he hasn't been too active lately. If you want to call him, I don't know his Autovon number, but his regular 'ole 'Merican phone number is 919 432 8218. (You any kin to Dick of III Corps? He was a student of mine there at Carlisle, and I'm going out to talk to his officers in March.) m2

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Nov25/88 20:02

8:27) Mike Graves: Mike, thanks for the info. I will send you a message on your question. Mike G.

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Nov28/88 07:10

8:28) Vern Humphrey: There is a side benefit -- if we go back to the "6-inch thick document" comment. Our experience is that the best way to make staff type decisions is interactively. We did this developing the MTPs for the Combined Arms Battalion and the Light Attack Battalion -- The result was high quality, and fast fielding. But, as you point out, it's difficult to coordinate. You have to get a lot of players around the table (and they have to have read -- exhaustively -- the documents, and be prepared to "think on their feet" as different positions are advanced. With teleconferencing you can do this sort of thing easily. What's the value of fielding a new FM in 1/3 of the time, with twice the quality? THAT'S the sort of benefit we'll get from intelligent teleconferencing.

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Dec01/88 13:36

8:29) Mike Malone: Vern...1/3 time and twice the quality applies not just the manual fielding, but to the whole process of actualizing combat doctrine, all the way from an idea in some O/C's head at NTC, to the Operational Concept, the meetings, the manual, the drafts, the revisions, the IPR's, the final word, the printing, distribution, training, teaching, learning, and the DOING finally, at the NTC again. Gorman once told us that this "doctrine cycling speed" enabled the Israeli to change their whole tank-infantry doctrine in THREE WEEKS, in the middle of an active war ('73).

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Dec01/88 13:58

8:30) John Lesko: Came across some research on the time the average leader-manager (executive) spends in meeting (both scheduled and unscheduled) and found that somewhere between 45-65 % of a typical day is spent in a meeting! Another chunk of managers' time is spent seeking information....teleconferencing can (and I think does) SAVE a good bit of this major slice of the day. This might then free up the leader-manager to do those 'walkaround' things that must be done to effectively lead. Consider this not in terms of COST DATA but in terms of POTENTIAL SAVINGS or TIME INVESTED. If anyones interested in the cite, ask and I'll put a more detailed entry here.

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Dec01/88 14:29

8:31) Vern Humphrey: Mike, you're absolutely right. I've got some projects going now under contract to the Army where the customer says, "I've got to have this in six months," and I have to tell him -- "I can DEVELOP it in six WEEKS -- but YOU can't STAFF it and get it approved in less than two years."

We CAN do what the Israelis did -- and do it better. But we've got to cut through this cumbersome staffing process first.

And that applies to a lot more than just training and doctrine -- if we could conceive, plan, prepare, and get approval for operations as fast as the Israelis, we'd have a lot better SOF record -- both Son Tay and the Iran raid would have succeeded, if they could have been mounted in days, instead of months.

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Dec02/88 20:55

8:32) Bill Mathews: Your response to the Cost Analysis of LEXSIS issue has been super and is greatly appreciated. Note item 14, LEXSYS net, paragraph 6b for our latest thoughts on cost analysis based on your comments and our research. let's continue to discuss the cost analysis issue as a refinement to our current, collective position registered at paragraph 6b, Item 14.

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Dec05/88 09:42

8:33) Mike Malone: Think I told you about cost data stuff in Hiltz and Turoff's THE NETWORK NATION. There's one computer conferencing characteristic with major payoff, particularly at the higher levels where LEXSYS can serve best. That's the asynchronous feature. It pretty well eliminates the time and effort which go into finding a scheduled "interaction time" that all can meet.

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Dec06/88 07:10

8:34) Rich Pomager: John's comment about a leaders time being tied to meetings 45-65 % of the time is interesting. But I believe it is a low estimate for senior leaders. The DCSOPS briefed here the other day and show is weekly schedule of just the major recurring meetings. That accounted for 40 % of his time. Then there are the update meetings that fall in between the big items. We may be approaching a time hack of 80 % or more. Which all boils down to the point that LEXSYS can reduce contact time for leaders in meetings and help resolve issues. LEXSYS can be used to update the boss via briefings, or to educate the boss on new ideas, techniques, systems, etc. Recognize that most bosses can absorb data more quickly by reading than listening to a briefer. Not to mention the additional benefit of the politics of or lack there of of not having to listen, face to face, to a contractor.

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Dec06/88 08:50

8:35) Vern Humphrey: One should also consider the converse of the problem -- I have known cases where briefings on important matters were scheduled, rescheduled, and re- rescheduled, because the person to be briefed was constantly forced to adjust a schedule that was 100% full. It can take over a year to reach an important decision maker (3 to 4-star level). And that costs bucks!

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Dec06/88 11:17

8:36) John Lesko: Sounds like r 8:34 is articulating one of the concepts found in Zuboff's book, IN THE AGE OF THE SMART MACHINE. Organizations which are 'informed' tend to rely on a message (or more importantly the meaning on a message) coming across in TEXT rather than the spoken (as in a briefing) word...This 'textualization' coupled w/ the MALONE comment on asynchronezed conferencing is KEY to LEXSYS's importance/use.

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Dec06/88 22:40

8:37) Jack Maher: TIME IS A FINITE AND PRECIOUS RESOURCE TO THE HEAVIES IN OUR BUSINESS. I EXEC'ED FOR ONE IN THE PENTAGON AND HIS TIME WAS SCHEDULED ALL DAY EVERY DAY. IF HE WASN'T IN A MEETING OR GETTING A BRIEFING I MADE HIM SIT AT HIS DESK AND GO THRU AND SIGN AT LEAST THE RED TAGGED PAPERS THAT HIS BUSIER BOSS HAD A SUSPENSE ON. HE RARELY HAD TIME TO MAKE OR TAKE TELEPHONE CALLS. THE ASCHYRONOUS MODE FOR BOTH MESSAGES AND DECISIONS WOULD HAVE ENABLED HIM TO OPTIMIZE HIS UNEXPECTED FREE TIME. UNFORTUNATELY WE DIDN'T HAVE COMPUTERS IN THOSE DAYS AND TELECONFERENCING WAS A NEW HIGH SPEED IDEA THAT HAD BARELY REACHED FRUITION.

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Dec07/88 09:23

8:38) John Lesko: FYI...most of the respondants on my questionnaire have beenfield grade responses (I even got one general/SES to answer the survey thus far)... Ref: 8:37, whereas in those days you may not have had teleconferencing, TODAY WE DO! And the LEXSYS study team represently the HOPES and DREAMS of a whole bunch of us young whippersnappers who've been asking, "Why's it taken so long for those in positions of authority to stop/slow the train and do it another way?"

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Dec11/88 11:10

8:39) Rich Pomager: John thanks for the vote of confidence. The team is doing a fine job on getting this on line.

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Dec12/88 19:52

8:40) Mike Malone: The Exec's perspective was/is critical. I think y'all have to know more about the time context within which the 3-4s work. With that, you can perhaps establish the real value of this technology. Might be a good idea to talk with classmates who were execs, or who now execs. Just get anecdotal stuff. Never mind the formal survey for these. Of all the resources available to the senior leader, time is the one he can't "ramp up", or stop, or get more of, or mess around with, irrespective of his position. I would guess that any technology that offers real help in dealing with TIME in its many forms would be of value to the 3-4s. Anybody know Gen Gorman? Talk with him. Last time I heard, he was talking about being able to get to his office at any time, from anywhere, with no more than 25 keystrokes. Think about it....

Dec13/88 06:56

8:41) Rich Pomager: Good point and a potential for LEXSYS.

Dec13/88 11:02

8:42) John Lesko: ref: 8:40-41 .... I'll send you all a copy of some pie charts that summarize this time spent issue.

Dec13/88 16:20

8:43) Greg Boyer: I know that as a BDE 3, I cudda used some kinda of asynchronous help. I kept repeating myself a lot and then I'd get mad..It sure would have had to have been user friendly for me and I'm somewhat literate.

Jan05/89 14:47

8:44) John Lesko: Gentlemen: I just scanned this item and think the following responses to be key: 21-24,30,33,37,and 40 ---- In Hiltz's NETWORK NATION there's a section or chapter on "the economics of various communication modes" and I think you'll find some formulaes and numbers which show the "savings" and "costs" of teleconferencing. As promised in i 8:42, I've mailed to COL Pomager some preliminary findings from my own research/thesis. You should soon receive some pie charts that ref: other studies of how "knowledge workers" spend their time, a bar chart showing "potential savings in time" if these new "staff technologies (like teleconferencing)" are put to practice and you'll see the frequency tables and barcharts from my 70 question survey. I'd greatly appreciate any comments you may have on these facts. Oh, by the way, someone should contact BG Grogan, C/S for V Corps, on how he's getting the Abrams complex all wired up and on-line using Email and teleconferences. Last time I checked, he'd be working for a systems leader and his experiences may be what you all need to consider for the coordinator, facilitator, administrator, item integrator roles and norms business...John Lesko

Jan06/89 13:20

8:45) Jim Cary: John, I hope you are sending all of this data here to the FORUM Office. Also I'd like to talk to you about cost-benefit data you've developed. Thanks...

Item 9      19:00 Nov14/88      35 lines      23 responses  
Mike Graves  
Team Meeting # 5

LEXSYS TEAM MEETING #5, 10 NOV 88:

1. The team met at 1145 hours, Room C318, Root Hall.
2. The purpose of the meeting was to review the briefing to the Commandant, AWC, on the LEXSYS study project and to discuss progress to date.
3. Team Chief:
  - a. Draft charts for the Commandant's briefing were provided for discussion.
  - b. We need to acquire more participants on the LEXSYS subnet and to generate more issues for dialogue.
  - c. Rich Pomager has our NDU and ICAF POCs.
4. Network Organizer:
  - a. The LEXSYS index is still being worked.
  - b. We should summarize relevant data on other nets before bringing information onto the LEXSYS net.
5. Work Group #1:
  - a. We have received 105 Baseline Assessment Surveys from the AWC Class '89. All are due in by 14 Nov 88.
  - b. We will pick up the Joint staff applicability objective of the LEXSYS study.
6. Work Group #2:
  - a. We are still working the O'CONUS connectivity issue.
  - b. We will pick up the electronic retrieval objective of the LEXSYS study.
7. Work Group #3:
  - a. We have drafted a letter for MG Williams signature to AWC '88 graduates transmitting the Baseline Assessment Survey.
  - b. We have finalized download procedures using "term" software at Root Hall and will train new participants without PCs.
  - c. Item 425 was placed on the Forumnet seeking background on teleconferencing training applications and effectiveness.
8. The meeting was adjourned at 1250 hours.

23 responses  
Nov15/88 21:31  
9:1) Steve Whitworth: Thanks for the update.  
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Nov17/88 20:51

9:2) Bill Mathews: Steve Whitworth, in reference to paragraph 7c, you and other LEXSYS folks may want to look at Item #425 on Forumnet. We're looking at training applications for teleconferencing and would like your thoughts.

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Nov17/88 21:53

9:3) Steve Whitworth: Wilco.

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Nov23/88 19:30

9:4) Mike Malone: Wonder if you could send me a copy of the current Baseline Survey? 251 Catfish Creek, Lake Placid, Fla. 33852

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Nov26/88 11:06

9:5) Bill Mathews: Mike, I'll send you a copy in the Monday, 29 Nov 88 mail.

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Dec01/88 13:47

9:6) Mike Malone: Bill, thanks. I'll try to get something right back to you in the return mail. Maybe...a catfish! Somewhere in the mid-70's (yep), we did some careful studying of the Baseline Survey to determine whether responding students had a tendency to overstate or understate their self-ratings. Did some interviewing and maybe some in-house surveying. Anyhow, we came up with the conclusion that their tendency was to UNDERSTATE their expertise by about a whole scale unit. At the time, the Baseline hit the mails within a couple days after the list came out so we could make an address list. Most folks "safesided" their responses. Close to the vest, modesty, manners, etc.,...all those things that characterize new students in any Army school, including a tripling of the paper towel usage rate in the lecture hall latrines. (Yep, and there's data...)

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Dec02/88 20:34

9:7) Bill Mathews: Mike, thanks for your thoughts. They will be very useful when we use the baseline assessment surveys of AWC and NDU classes to construct the LEXSYS "expert" data base. Underestimation of individual capabilities is a fact rht we'll have to figure i . Did you analyze whether the underestimation was based on previous experience only or was current experience/functions included? We're grappling with "shelf life" of expertise and your findings may have a bearing!

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Dec05/88 09:54

9:8) Mike Malone: Current experience/functions were included. Qustion we were asking was "how good are you in these fields? with the fields being major components of the USAWC curriculum, which we reasoned was the best single listing of the collective knowledges that generals, in general, ought to have, considering what it is the Senior Service Colleges are supposed to do. As to knowledge "half life". I've seen data laying out half-lives for a whole range of fields, but that was long ago. The half life of the poopsheet I was reading has no doubt come and gone. BUT, down there in the Libelly is a reference book. Put out by the American Council on Education, I think. Renewed every 5-10 years. Called HANDBOOK OF EDUCATIONAL RESEARCH. Or maybe it's ENCYCLOPEDIA OF EDUCATIONAL RESEARCH. Big, fat book with the essences of thousands of researches.

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Dec06/88 22:51

9:9) Jack Maher: IF OTHER FOLKS ARE A LITTLE LIKE ME THEN I THINK THE HALF LIFE FOR EXPERTS IS QUITE SHORT. AFTER ABOUT SIX MONTHS OF AN AIR CAV SQUADRON I WAS PROBABLY CLOSE TO BEING AN EXPERT AND I PROBABLY STAYED THAT WAY UNTIL ABOUT SIX MONTHS AFTER I LEFT. AT MY READINESS GROUP I WAS PROBABLY CLOSE TO BEING AN EXPERT AFTER ABOUT SIX MONTHS BUT AFTER BEING SIX MONTHS OUT OF IT I DON'T FEEL THAT I AM. THESE ARE REALLY TWO UNRELATED FIELDS BUT IT DOESN'T TAKE LONG FOR THE EXPERTISE TO DECAY. CONTRAST MY EXPERIENCE WITH A WARRANT OFFICER AVIATOR WHO DOES THE SAME THING (ALMOST) NO MATTER WHERE HE IS ASSIGNED. I WOULD RELY ON THE WARRANT RETAINING HIS EXPERTISE YEAR AFTER YEAR CAUSE THATS ALL HE DOES. MAYBE MOST OF THE COMMISSIONED TYPES ARE ONLY REALLY EXPERTS IN WHAT THEY ARE DOING NOW AND SIX MONTHS OR SO AFTER THEY GO ON TO SOMETHING ELSE THEIR EXPERTISE NO LONGER EXISTS. THE EXCEPTIONS ARE THOSE IN THE TECHNICAL FIELDS WHO, LIKE THE WARRANTS, CONTINUE DOING THE SAME THING ASSIGNMENT AFTER ASSIGNMENT. IS CURRENT DUTY ASSIGNMENT ONE OF THE, OR THE PRIMARY QUALIFERS FOR DETERMINING WHO IS AN "EXPERT"?

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Dec07/88 06:53

9:10) Vern Humphrey: One of the problems is the short time any of us spend (on active duty in a job) -- as Jack points out above, six months can make you an expert -- but it decays rapidly after you leave the job. In other fields, it takes six years (or more) to be recognized as an expert -- and the decay rate is slower (all other factors being equal).

Dec07/88 07:25

9:11) Rich Pomager: There are some people who will make it a point to stay abreast of the subject area for personal reasons. The prime one being that this is the only job he will have. May even be that this training was in that field or his civilian job is the same. Then loss of expertise does not deteriorate as rapidly. This discussion raises the questions of when to drop an expert from the data base. I am not sure we can quantify the time period as it will be individuall dependent. Take M2 for example, he can no longer be considered an expert in mobile infantry tactics in view of the BFV. Now, his expertise rests in management and this here telecommunications. Seems to me we need to plan for such changes.

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Dec07/88 09:32

9:12) John Lesko: Of course it wouldn't take too long for m2 to get any group of young troopers motivated and channeling their expertise....I don't say this to patronize mike malone --- but rather to make a point that seems to be missing here....Expertise and experience are interrelated. I'd even venture to say that the former is dependant on the later as independent and dependant variables.....Perhaps there's a whole bunch of NEW SKILLS emerging and evolving w/in this here AGE OF INFORMATION? LEXSYS must explore and identify these new skills....I think they're skills dealing w/ the ability to think in the abstract, to model, to 'textualize'.... Now, having said this, how do we CATALOG EXPERTISE in an INFORMED ARMY?

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Dec11/88 11:13

9:13) Rich Pomager: Good point, and I agree in Mike case, but still feel my previous comments are worthy of consideration in this study.

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Dec12/88 20:07

9:14) Mike Malone: I never been in a BFV, and only in a very few BMWs, But I do know that even having a couple hundred guys really expert in the BFV, didn't keep our Army from getting worked over because someone forgot to provide the squad leader with a dismountable night vision device when they were handing them out to the squad leader's troopers. Expertise is splendid, but if it's not integrated, it becomes only collective ignorance. Why you think the JCS was having such a hard time all those years? Whoops...I strayed. Y'all don't have to worry, as long as you keep in mind the "SYSTEM" part of LEXSYS.

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Dec13/88 06:58

9:15) Vern Humphrey: I think Mike does have a point there. Note that people who hadn't been in action for 20 years were quick to see what was wrong in the tapes of the USS Vincennes -- people without helmets, flash protection, too much chatter, constant opening and closing of watertight doors, etc. Your "combat awareness" may lose a little of its edge -- but once its there, it's there.

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Dec22/88 21:36

9:16) Michael Kanner: Besides looking at the decay rate, what about the renewal rate? An expert may lose proficiency or currency in his field easily, but how long does it take for him to get back to speed once he returns to that area. Also, some people are experts because that is part of their job title. Others are experts because it is a passionate interest of theirs. (In fact, one of the biggest experts on the various armored vehicles in the Army is a local man who has cerebral palsy. He also devours any and all information on Armored warfare although he has never been in the Army.)

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Dec23/88 07:11

9:17) Vern Humphrey: Good point, Mike. aalso, expertise tends to vary in application. For example, colonels and generals may be experts in infantry or armor -- but don't have the same KIND of expertise a good sergeant has. Sometimes you'd be better off with the sergeant.

I've just been forcibly been made aware of another kind of expertise -- let's call it "mediating" expertise. We have a large contract that is being run by an admitted, recognized, honest-to-God subject matter expert -- who has done everything wrong by failing to listen to his training analysts. On the other hand, I have sent training analysts out on jobs where they had very little expertise, and they were able to effectively mediate between real experts and students to produce quality training.

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Dec23/88 19:57

9:18) Michael Kanner: Agree, Vern. Sometime the "expert" is the one who can synthesize the input of subject matter experts into a solution that borrows from each area. How do you quantify this expertise?

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Dec27/88 07:08

9:19) Vern Humphrey: I guess I have to fall back on the opinion of others -- If people working a problem consider someone valuable for his ability to synthesize or catalize or translate -- then he has that sort of expertise.

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Dec28/88 07:58

9:20) Rich Pomager: The individual who can synthesize information is key to a successful subnet and I would hope that type of skill was present in the issue facilitator. If not, than at least one individual on the net should have this talent. I am not taking away from the earlier comment, but some knowledge of the issue under discussion is required if one is to synthesize information. The level of knowledge must be above basic understanding. I would suggest that the individual we are talking about would be identified through the operations of the subnets and "after action comments" by the issue facilitator. Then we would want to capture this data in the data base for later reference/use. I am not sure that I would want to put some one up on a subnet as a synthesizer based on his personal assessment. This is the type of skill we want some one else to assess.

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Dec28/88 10:06

9:21) Mike Malone: I think I agree on how to ID a "synthesizer". 'Rat there where you guys are, you got a splendid opportunity to search out what you think are the "synthesizers" (Woogs) in your seminar groups, and then, when everybody has found what looks like one, through discussion, see if you can come up with "role prescription". We messed around, conceptually, with something similar on BNCDR NET, but what we were after was a "scanner", who ID'd the info needs of the group, then moved out to recon other nets and bring home items related to the info needs. John Lesko is doing this on TechNet. Maybe...maybe there's a number of new roles in an electronic "small group seminar" that weren't evident in usual sort of small group. Maybe one way to get at what these roles might be would be to work thru ConfOrg Net. Why bother? Well, hell, when this LEXSYS thing gets going, I'm betting the Army's going to need a "Group Facilitator (TURBO)" to really capitalize on the LEXSYS potential.

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Dec28/88 10:31

9:22) Vern Humphrey: I don't disagree with anything above -- except that I think the "catalyst" and the organizer/facilitator need to be different people.

1. Sometimes catalysts will have to say things that it would be better if they were said by someone other than the organizer.

2. Catalysts often have eclectic expertise -- they suddenly see connections between what everyone else is talking about (and about which they know little), and something they know a lot about (and which everyone else knows little).

3. Catalysts sometimes need to be restrained and disciplined -- and that's the net organizer's function.

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Dec29/88 08:00

9:23) Rich Pomager: Good comments. I understand the distinction you mention and the point is noted. Now, let's see how to impliment. Mike, we will do some looking in formally for the guys you are talking about. Never know what we might come up with.

Item 10 22:35 Nov17/88 10 lines 7 responses  
Mike Graves  
Problems with Net Use and Access

One of tasks of the LEXSYS team is to identify and recommend changes to the CONFER software. This item is primarily addressed at new users who may have problems entering and negotiating their way thru Forum, LEXSYS or any other net for that matter. Additionally, we are also looking for recommendations from more experienced users. As an example, we have expressed some frustration over using the editor when composing a message on-line. Or possibly there is a cost effective procedure to speed up operations on Forum when accessed thru DDN. In any event, please feel to pass any frustrations concerning use of Army Forum to me or other LEXSYS team members.

7 responses

Nov18/88 08:26

10:1) John Lesko: The editing 'problem' is best handled by working on another system for those accurate, brief, clear summaries or inputs we all like to see...Then loading up this text using file transfer protocols so that you can steer away from the CONFER line editor...Some one at the AWC should enter into NETORGNET, punch in INDEX ALL at the DO NEXT? prompt, identify those items which address TRANSFERING file from either the IBM world or the APPLE world, and perhaps share the essence w/ those in LEXSYS...A secondary benefit from this procedure is reduces cost.

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Nov23/88 19:34

10:2) Mike Malone: John...that's a good one! (There was a guy in LICNET who made a special comment on the use of CONFER for swapping drafts back and forth.)m2

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Nov23/88 22:48

10:3) Mike Graves: John, we understand the upload/download drill and make a point of using that capability. I personally don't agree with the work-around solution with regard to the line editor. If it is broke, then it should be fixed. On the other hand, if it isn't broke, we won't screw with it. The line editor was just an example and we hope that other software improvement ideas are out there. I apparently didn't make myself clear on the DDN/Forum COMM's example. Although we are interested in transferring data between various machines and operating systems, my example was geared toward those experts that can't access Forum due to connectivity problems, but have satisfactory access to DDN. The DDN-Forum bridge is totally UNSAT in terms of responsiveness and access time. We were also told that a possible fix is in the works. Keep up the input along with M2.

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Nov25/88 09:49

10:4) Mike Malone: The fix is essential. If anyone can get it done, it's probably Jim Cary.

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Nov25/88 10:30

10:5) Michael S. Jindra: Concur that the DDN connection to FORUM is manifestly unsat! I gave up on that connection (even though it was cheaper for me) because of its 1 baud per hour throughput rate -- and that's if you can get a connection in the first place. Usually FORUM times out your login attempt because it takes so long. I'm PCSing to Deutschland in June and sincerely hope that the DDN-FORUM connection gets fixed before then.

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Nov27/88 12:32

10:6) Greg Boyer: In the spirit of the effort, let me add some pearls for potential change:

1. Get to some type of a text editor
2. Get to a menu-driven editor that at least warns the user of the pitfalls and danger
3. Makee this thing a true line wrap package (notice the frustration with the new users?)
4. Allow customization of the introductions to the nets so the potential users of "keyword search" for certain folks could be enhanced
5. OK, so we might have a privacy thing here or a built-in deterrence to effective net freedom (remember I've got the "Rolodex Blues")
6. More to come later

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Nov27/88 19:31

10:7) Jack Maher: AS A NEWBY TO THIS HIGH SPEED COMPUTER STUFF I'D LIKE TO7 SEE A MENU JUST AS THOROUGH AS I SEE WHEN IS USE WORDSTAR OR SOME OF THE OTHER WORD PROCESSING SOFTWARE. USER FRIENDLINESS IS A GREAT CONCEPT AND CONFER II COULD USE MORE OF IT IN MY BOOK.

Item 11 19:09 Nov21/88 44 lines 7 responses  
Mike Graves  
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The Table of Contents for the LEXSYS study project, with work group proponency indicated, is provided for all net participants information and comment:

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PARTICIPANTS...(WG 3)

VOLUME V. PROTOTYPE SUBNET DISCUSSION (under  
separate cover)  
(WG 1)

VOLUME VI. LEXSYS SUBNET DISCUSSION (under  
separate cover)  
(WG 1)

POC for this Table is WG #3-COL Jack Maher or LTC Bill  
Mathews

7 responses

Nov21/88 21:46

11:1) Tom Norton: An excellent outline. I think you have a  
great beginning. You are way ahead of where we were last year  
with the project. I'm sure with such organization that at  
least 95% will stay on the faculty and continue the project.

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Nov23/88 19:37

11:2) Mike Malone: How 'bout some means of focusing expertise,  
after the experts been interacting. Delphi was a step in this  
direction, but the pros tell me it ain't much good no more. I  
would think a senior decision-maker would need this sort of  
capability, and would get it, formally or informally.

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Nov26/88 11:14

11:3) Bill Mathews: Identification of the "expert" for  
participation on a LEXSYS subnet and retention after the subnet  
issue is a key concern of the entire study group. Specifically,  
Mike and Greg will be working this issue in WG #2 under part II  
B. of the Table of Contents. We would appreciate your ideas.

- - - - -

Nov27/88 11:39

11:4) Greg Boyer: We're also looking at his ...this...in Item  
13...us net organizers will get this stright (sorry fat fingers  
returneth)

- - - - -

Dec01/88 14:07

11:5) Mike Malone: Bill...think about your seminar group right now. Given whatever the main course you is at the present time, take a list of your seminar mates and do a forced rank-ordering in terms of overall expertise with respect to overall course content. Use whatever criteria you want, but just do it. Now, get some other guys in the study group to do the same thing, again, using whatever criteria they want. My guess is that about 2-3 weeks into a course, a rough rank-ordering will be generally recognized within the seminar group. If that holds true, might be worth while for you who did the rank-ordering to compare notes on WHAT CRITERIA each person used to do his rank ordering. If you try this, keep that last whole thing focused on course content expertise, not "good guy" stuff. This won't be hard to do, and will give you maybe a handle on the expertise criteria, as well as some idea of the potential of peer ratings for assessing expertise. (The early \Baseline Survey operationally defined seven (I think) levels of expertise from something like: "Good enough in this field to personally advise CSA on a major policy decision" to "Hell, I can't even understand the words used by the folks in this field."

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Dec02/88 20:40

11:6) Bill Mathews: Mike, thanks for your thoughts and advice. We'll give it a shot. I'll advise you of what we find.

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Jan05/89 14:48

11:7) John Lesko: Has this TABLE OF CONTENTS changed in any way?

Item 12 09:38 Nov23/88 46 lines 5 responses  
Jim Cary  
VCSA Letter

Gentlemen, This is the final draft of the letter we suggest GEN Brown sign. Does it meet your approval?

DACS-ZB  
1988

25 November

MEMORANDUM FOR: GRADUATE, U.S. ARMY WAR COLLEGE CLASS OF '88

SUBJECT: Living Expert System (LEXSYS).

1. While at the War College, you participated in a computer assisted, teleconferencing system, LEXSYS. LEXSYS electronically networks experts from across the country and around the world to address the most pressing needs of the Army.

2. Several students from the War College class of 1988 developed LEXSYS as a Military Studies Project. They were successful in documenting the validity of this concept. As a result, the Director of Management has become the proponent for this vital system. We are supporting additional prototype testing of the concept by a group of students in the War College Class of '89.

3. Accordingly, I invite you to renew your registration in this continuing project. You have a significant level of expertise on several subjects that are of vital interest to the Army. I believe that your capability to contribute is paramount. Your support of this project will assist the War College study group in updating the existing data base. Further, the possibility exists that your participation in developing a prototype issue requiring your expertise will occur.

4. Please respond to the LEXSYS study team at the War College via the enclosed envelope.

5. I sincerely appreciate your continuing interest in this study project.

1 Encl

ARTHUR E. BROWN, JR.  
General, United States Army  
Vice Chief of Staff

5 responses

Nov23/88 15:31

12:1) Greg Boyer: I think this hits the mark .....I am going to change my throust that is thrust....of my letter to the NDU guys using this flavor I'll put it uo...up...soon and see how it flushes out....thx Jim I expect Jack and Bill to comment here too

- - - - -

Nov23/88 16:11

12:2) Phil Schneider: LOOKS GOOD TO ME!

- - - - -

Nov26/88 11:04

12:3) Bill Mathews: Jim, the draft response looks great--drive on. I'll have the enclosures and envelopes ready for receipt of the signed letter and will accomplish the mail out from here.

- - - - -

Nov26/88 13:30

12:4) Jim Cary: Roger, I'll send the letter for signiture Monday. Have a good weekend.

- - - - -

Nov27/88 19:17

12:5) Jack Maher: JIM, LOOKS GREAT TO ME! DRIVE ON!

Item 13 15:37 Nov23/88 8 lines 13 responses  
Greg Boyer Prime=1  
SEARCH FOR THE PERFECT ROLODEX

BUILDING THE PARTICIPANT LIST FOR LEXSYS:

THIS ITEM SERVES AS A DUMPING GROUND FOR DISCUSSION ABOUT  
HOW TO GET OUR PARTICIPANTS TO RAISE UP AND HELP US FIND NEW  
ONES.....OR MAYBE IT'S JUST "HOW TO CLEAN UP OUR ROLDEX"

SEE MIKE MALONE'S RESPONSE ON ITEM 1

13 responses  
Nov23/88 16:07

13:1) John Lesko: Would you clean up a ROLODEX the same way one might clean up a Christmas card mailing list? I don't mean to sound off the wall, but rather 'm implying that those we once knew or served w/ may not 'qualify' for inclusion in the new and improved ROLODEX....Is our selection process in anyway like the boards which review and select who's gonna be filling an Advanced Educational Requirements Board billet or who's gonna become the next group of White House Fellows?

Why not just ask TAPA for a 'Who's who list'? Do the same w/ the folks at OPM screening all DA civilians too.

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Nov23/88 19:40

13:2) Mike Malone: I would think ARSTAFF guys' Execs would be a good source. Also, can you talk with CSA's "Studies Group"? And see how they locate needed smarts?

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Nov27/88 11:02

13:3) Greg Boyer: Good..John I think my thoughts have been toward deriving the best "Rolo" for the prototypes for this year. Certainly everyone we've come in contact with over the years has wor5th (worth)..Just as a sidelight I just spent 6.5 hours manually reviewing the participant list for entry to see if I could glean some POCs at the MACOMS. Interesting and often frustrating because we all have the job of entger..entering.. our info into the FORUM Rolodeex. Not a lot of standardization there and impossible to afford a keyword search on-line. I'll move this frustration over to our discussion of software changes in CONFER

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Nov28/88 09:11

13:4) John Lesko: Has anyone talked to CARY or FEIGE or PARNES about this issue of STANDARDIZING the INTROs w/in FORUM?

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Nov28/88 12:51

13:5) Greg Boyer: We from LEXSYS haven't yet, but we will..Ed have you talked this over with Bob?

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Nov30/88 04:23

13:6) Jim Cary: I will talk to Bob Parnes about that today.

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Dec01/88 14:25

13:7) Mike Malone: I think maybe the whole idea of LEXSYS (in its computer form) started from watching folks sign into FORUM everyday and list not the fields they were good at, but the things they were assigned to, or the things they were interested in. These last two things were implying the question: "How can you help ME?" The first thing (the good-ats) is making the offer: "Here's what I can help YOU with." There's a lot of difference. One approach is self-serving, the other is selfless serving. Some folks at the time believed that if yer initiation into FORUM required you to lay out your expertise, it might in time create within FORUM and its sub-nets an ethos of service. Nobody got very excited about this, and the sign-on procedures still permit folks to sign on with nothing (which usually tells you what to expect from them). Nobody that is, except the 20-30 folks who followed Wojo off to set up a separate sub-net called LESNET. If you think about the inner motivational dtnamics of LEXSYS, you might see that the whole damn thing is built on...the concept of service. That's why some of us assume it'll work. I don't think we're wrong.

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Dec22/88 21:49

13:8) Michael Kanner: Mike, one of the things we discussed in LESNET and LEXSYS was how good was an expert who never participated. You should remember that often these discussions called into question what the difference was between experts and people assigned to be SMEs. Perhaps the AWC group should look at those discussions and the discussions on "free energy." It seems that the requests for information on forumnet might help if a participant did not have to enter a new intro every time he becomes a member of a new net.

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Dec22/88 22:12

13:9) Jack Maher: MIKE, REF THE COMMENT ON NEW INTRO REQUIREMENTS--WHEN YOU ENTER A NET THAT COULD DISCUSS A WIDE VARIETY OF SUBJECTS THE INTRO IS NOT REALLY ESSENTIAL. WHEN YOU ENTER A SUBNET DEVOTED TO ONLY ONE VERY SPECIFIC FIELD IT IS NECESSARY TO CHECK THE HOLD CARDS. SOMETIMES FOLKS GET INVITED IN AS EXPERTS BECAUSE THEY FILLED OUT A SURVEY OR HELD A CERTAIN POSITION. ONCE IN A LEXSYS SUBNET THEY NEED TO PUT THEIR QUALIFICATIONS ON THE LINE. WE BOTH UNDERSTAND THAT MANY TIMES QUALIFICATIONS AND REAL EXPERTISE WON'T MATCH--LIKE THE ARMOR SPECIALIST WHO NEVER SERVED. BUT IT IS STILL IMPORTANT! OBVIOUSLY, REGARDLESS OF CREDENTIALS, FOLKS WILL DEMONSTRATE THEIR TRUE EXPERTISE IN THEIR RESPONSES TO THE ISSUE.

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Dec28/88 10:15

13:10) Mike Malone: I'm probably too damned indirect and abstract. I was off in the domain of "the concept of service", which is probably worth worrying about if you read of the educators' concern with the fact that longitudinal surveys of college student values show the value of "service" in rapid decline.

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Dec29/88 01:52

13:11) Jack Maher: MIKE, I WOULD HOPE THAT, ON LEXSYS WE ARE DEALING WITH A FOLK WHO IS MORE DEVOTED THAN THE AVERAGE COLLEGE STUDENT. THIS (LEXSYS) HOPEFULLY WILL BE AN OPPORTUNITY FOR SOLDIERS THAT CARE TO COMMENT IN A NON-ATTRIBUTE ENVIRONMENT ABOUT ISSUES THEY ARE "EXPERTS" IN. (UNDERSTAND YOU DON'T END SENTENCES IS PREPOSITIONS BUT WHO CARES!)

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Dec29/88 08:10

13:12) Rich Pomager: Mike, recognize that the survey you cited determined that "service" was on the decline, however the finding might not apply to the general population of young adults. College Kids are moving toward a specific goal in life and may not have the time or awareness for "service." The limited amount of experience I have noted is that young kids are proud to do service projects and even enjoy the tasks. The difficulty is in the home where "service" is not stress and interms of military service talked down. I was impressed with the attitudes of young people I met while participating in the Current Affairs Panel. College Kids walked away from the discussions with a different feeling about the military. This may have been their first introduction to the military. Not like days of old when I was a teenager and knew plenty of guys in the service.

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Feb14/89 12:16

13:13) Mike Malone: Rich...the folks with the realest concern were the senior educators of the American Council on Education. Guy that tole me about it was a college president.

Item 14 19:20 Dec01/88 55 lines 9 responses  
Mike Graves  
LEXSYS Team Meeting #6

LEXSYS TEAM MEETING #6, 22 NOV 88:

1. The team met at 1145 hours, Pershing Room, Carlisle Barracks Officers Club.
2. The purpose of the meeting was to discuss the study concept, goals and objectives with LTC Jim Cary and LTC Ed Feige, Office of the Chief of Staff, Army.
3. Team Chief:
  - a. Discussed the team's organization, goals and strategy as presented to the Commandant, AWC, on 18 Nov 88.
  - b. Rich Pomager advised that a key issue was to determine and quantify the requirements of an Issue Facilitator.
  - c. Jim Cary agreed to determine the availability of an issue and an Issue Facilitator from the ARSTAFF and to acquire participants from the proponet staff agency. A LEXSYS team member would serve as the Assistant Issue Facilitator.
4. Network Organizer:
  - a. Recommend that we alter LEXSYS to add a descriptor of participants background and expertise at initial signon. Jim  
Cary concurred and will make this change.
  - b. The Network Organizers' Conference in Baltimore in December should be attended by as many team members as possible.  
Ed Feige will determine how many members may attend.
5. Work Group #1:
  - a. We have produced a printout of Forum participants and are reviewing the list for MACOM staff members who have expertise for application on LEXSYS issues.
  - b. The draft letter for the Baseline Assessment Survey for ICAF and NWC has been prepared.
  - c. The joint applicability initiative of the study group is to determine effectiveness of LEXSYS in a joint environment.
5. Work Group #2:
  - a. Ed Feige suggested that the work group research the availability and feasibility of using the AWC access to decision support systems for building the expert data base.
  - b. Jim Cary suggested that we sign new participants onto the LEXSYS net to assist in the familiarization process. He further suggested that communications software could be provided for new participant use.
  - c. We are researching the requirements to access other data bases and will summarize our results.

6. Work Group #2:

a. The draft letter for Gen Brown's signature to AWC '88 experts was provided to Jim Cary. The letter invites those experts to register onto the LEXSYS net and then participate if an issue requires their expertise.

b. The cost analysis of LEXSYS prototype subnets, established to facilitate an issue, will require the identification of each participant's time and cost on that subnet and then the total costs for posting the issue. The Q-Command will give us this data in-house but the team requested assistance from Jim Cary for the data directly from the FORUM/LEXSYS proponent. Current cost data provided to parent net organizers is macro and does not provide subcosts for a subscriber of multiple nets.

9 responses

Dec02/88 11:15

14:1) Jim Cary: Gentlemen, The memo you want the VCSA to sign was kicked back. He wants them personalized to each recipient and turned into a letter form instead of a memo. Please send me the addresses ASAP and I'll do the letter. I'm working this weekend so I await the addresses.

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Dec02/88 11:19

14:2) Greg Boyer: wait out Jim...we have a memo...i mean meeting, in a few min

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Dec02/88 11:32

14:3) Greg Boyer: Jim, we're talking about probably 60-100 addresses that we'll have to pull from the AWC data base. I doubt that I'll be able to get those before next Tuesday. I wonder if the VCSA has been advised of the volume of last year's students that we are sending the letter to. We'll drive on with getting the addresses if that is the requirement.

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Dec02/88 13:11

14:4) Jim Cary: Fact is we'll get a much better response with personalized letter. The ole signiture machine doesn't care about 60-100 signatures. I'm not too happy about all the printing but...

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Dec02/88 14:51

14:5) Bill Mathews: Jim, understand, agree and will comply.

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Dec05/88 07:18

14:6) Rich Pomager: The letter to the President of National Defense University requesting his support in the LEXSYS project went down to the Commandant friday afternoon. That should be in the mail in a day or two. We want to survey the staff and students of NDU for experts and use some of the students in a prototype. We will have up and running 3 members of NDU on this Net. Rob Giasson (faculty) Scratch that, it is Rob Wiltshire (faculty), and Chuck Giasson and Guy Ballou. students in the class.

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Dec05/88 15:31

14:7) Rich Cruz:

- - - - -

Dec06/88 11:19

14:8) John Lesko: This last responce came out on my machine as one full page of nutten... RETRANS please...John Lesko

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Dec06/88 15:50

14:9) Rich Cruz: Can we get a bio on the guys from NDU who will be assisting us? This is a retrans of item 14:7.

Item 15 14:56 Dec02/88 16 lines 20 responses  
Bill Mathews Prime=1  
LEXSYS PROTOTYPE ISSUES UNDER CONSIDERATION

Work Group #3 of the LEXSYS study team is in the process of identifying appropriate topics for discussion and resolution in a LEXSYS prototype subnet forum. We have reviewed several subjects and have found several that may be worth pursuing:

Low Intensity Conflict as a war of opposing ideas and information.

Helicopter FLOT operations and how to employ their weapon systems.

Communications Interoperability-future trends and how to fight.

Low Intensity Conflict-leadership requirements and command relations.

Arms Control-directions to be taken in conventional arms control.

C3 as a force multiplier-impact of new technology

Helicopter use in Naval operations.

We are presently pursuing several initiatives to build our data base of "experts" and will realize the benefit of our efforts in near term. What are your thoughts on the topics identified to date and what other subject areas are worth pursuing realizing that we are still in the infancy of building a data base of experts?

Related items: 22 23 24 25 26 27 28

20 responses

Dec02/88 22:39

15:1) John Lesko: How about Battle Staff Integration as a topic? Work w/ BN and BDE commanders, contact Mike McGee who wrote an Excel Net Concept paper on the subject, and ties this to the 'C3 as a force multiplier' issue.

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Dec06/88 13:30

15:2) Phil Schneider: I like that one, John...it also ties in with the issues on use of EMail, computer decision aids and automated info system support to the "war-fighters" (particularly at EAC)...how do we assist in the "train-up and sustainment" of key leaders and staff in the Age of Information!

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Dec06/88 16:44

15:3) John Lesko: If McGee's not on-line, then someone at EXCELNET can probably supply the AWC team w/ the Battle Staff Integration Concept Paper...

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Dec09/88 23:18

15:4) Mike Graves: Apparently I had the wrong variable for EXCELNET--could not get on. John, tell me where and I will download it.

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Dec12/88 11:10

15:5) John Lesko: Battle Staff Integration was 'published' in one of the old ExcelNet Concept Papers (vol. ?). The net organizers of Excelnet mailed me a copy...."T" a message over to Kennedy or Smith on EXCEL. John L

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Dec12/88 13:45

15:6) Bill Mathews: LEXSYS TEAM: I have just acquired VOL I and II of ExcelNet Concept Papers for our use and will have them available in C318, Root Hall.

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Dec12/88 13:54

15:7) Bill Mathews: There seems to be interest in the Battle Staff Integration issue on this net and certainly as a possible issue within the LEXSYS study group. In order to consider working this as an issue, we would have to identify interest and proponency on a MACOM staff. Our methodology is to work the issue "with" the senior commander/ staff who seek issue resolution. Any thoughts on potential MACOM personnel for this issue resolution?

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Dec13/88 11:05

15:8) John Lesko: Ref: 15:5-7 ... Start w/ TRADOC and, of course, those of you at the AWC have a direct interest and responsibility for Battle Staff Integration.

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Dec13/88 15:51

15:9) Phil Schneider: I'm interested in Battle Staff Integration... it's a vital piece of our warfighting doctrine and one which we don't train for or practice all that well! It's also tied to our current developments in automated Command and Control Systems....

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Dec13/88 16:06

15:10) John Lesko: Would one of you at Carlisle do me a favor....Related to Battle Staff Integration is a "1987 Senior Service College Fellowship Project @ the Strategic Studies Institute entitled: 'The Application of Microprocessor Technology in Enhancing Combat Unit Effectiveness' by LTC Alan G. Vitters." I spoke w/ colonel Vitters at Benning two days ago. He sent me his last copy of the executive summary/abstract and his bibliography. Would one of you at the AWC get me the complete report?

From what I can see, this paper "...describes C2 systems that use tactical automation to process information at the tactical, operational, and strategic levels....and [speaks of] the use of computer systems on the battlefield."

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Dec13/88 16:13

15:11) Phil Schneider: JOHN...Do you have a # for COL Vitters at FT Benning...he's an old coworker of mine and I have some questions for him...Thanks!

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Dec14/88 07:32

15:12) Rich Pomager: John, I will check around for the report. I hope it isn't a classified report.

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Dec14/88 08:21

15:13) John Lesko: Ref: 15:11 ...LTC(P) Vitters' phone number = AV 835-7162... Ref: 15:12 ... "The Application of Microprocessor Technology in Enhancing Combat Unit Effectiveness" is UNCLASSIFIED, it's dated 1 June 87, and it's 139 pages long...Thanx...John L By the way, why don't one of you at the AWC recruit COL Vitters onto the LEXSYS team?

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Dec16/88 12:48

15:14) Phil Schneider: THANKS, JOHN!

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Dec22/88 21:56

15:15) Michael Kanner: FYI, LTC Vitters is a member of FORUMNET, however, I have not seen his name up in awhile.

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Dec22/88 22:14

15:16) Jack Maher: MIKE, WE LOOKED FOR HIM AND HE AIN'T NO MORE! IF YOU KNOW WHERE HE IS AND CAN GET HIM BACK UP PLS DO SO. WE AT LEXSYS WOULD LIKETHA THAT TO HAPPEN BUT DON'T KNOW HOW. GET HIM UP ON FORUMNET AND WE'LL TAKE IT FROM THERE.

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Dec23/88 20:00

15:17) Michael Kanner: A Christmas Card from one of the Benning Civilians still has him at Benning at the number listed. I do not know LTC Vitters except by reputation and the fact that I seem to leave places about two weeks before he is assigned.

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Dec27/88 12:41

15:18) Phil Schneider: I talked with LTC(P) Vitters last week and he's Chief of Doctrine at USAIS...I'll try to see if he's able get up on the net (or he may have a hardware/software situation like mine...have to borrow time on equipment during the lunch hour)!

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Dec28/88 22:47

15:19) Mike Graves: Let me know if he can get up on forum. I will enter LTC Al Vitters on LEXSYS.

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Jan09/89 10:21

15:20) John Lesko: I've another prototype issue/puzzle for you all to wrestle with....item 449 in FORUM will run concurrently....I suggest you see what a LEXSYS team can do as you've envisioned a prototype should function using this item. I shall load it into LEXSYS as item 29 or 30 or whatever....The chief of this project should kill, modify, or accept he sees fit....But by working such an issue along parallel nets we can perhaps model what's referred to in computer science lingo as "parallel processing"....What do you think of a little friendly competition?

Item 16 15:23 Dec02/88 7 lines 17 responses  
Bill Mathews Prime=1

One of our continuing efforts of the LEXSYS study team is to identify who is an "expert" and how long this expertise can be maintained. We would like your thoughts on whether or not an individual can retain his expertise once he moves on to a new job. If he can, how long can this expertise be retained and by what method. We realize that this is largely situationally dependent so what measurement devices other than baseline assessment surveys should be used?

17 responses  
Dec02/88 15:57

16:1) Vern Humphrey: Before we can define WHO is an expert, perhaps we should define WHAT is an expert. I would suggest that we define an expert as a person with either current duties in a specific area OR life experience in an area (such as combat operations) where one cannot work continuously (because no war at present) -- An expert in computers would be only a person currently working with computers. An expert in naval warfare would be a person studying problems of naval warfare or someone who was in the last naval combat.

An alternative is to let the "experts" define themselves. Those who get in over their heads will be detected by the others soon enough.

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Dec02/88 20:28

16:2) Bill Mathews: Thanks for the response, Vern. Do you believe that there is any "shelf life" for individuals who depart one functional area where they are an "expert" and move to another functional area, unrelated?

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Dec05/88 07:16

16:3) Vern Humphrey: There is a "shelf life" definitely -- but it's conditioned by several things:

1. What was the original experience? Was it real action or just putting in time? This is the problem with congress' directive to have prospective generals have joint staff "experience" -- if they're not involved in a joint operation or exercise, that "experience" may be of little use.

2. How fast does the field change -- and what are the nature of the changes?

3. What followup experience does the individual have? Some people use things learned in one field in applications in different fields -- these people tend to remain more current than others with similar backgrounds.

To take my own case -- I've commanded four companies (two in Vietnam), and have been involved in collective training for the last eight years. I'm pretty current in tactics, training, etc. -- although I haven't commanded since 1969. On the other hand, although I once was a pretty good mortar computer, I doubt if I could compute a fire mission today --without somebody looking over my shoulder.

I think that if you want to go the subjective route, and let the experts define themselves -- that'll probably work. Those that aren't so up to speed will probably catch up rapidly -- or drop out. Remember -- in the end, except for Master Gunners, Instructor Pilots, and a few other areas, the Army doesn't really have any experts -- in the sense of a specially trained and credentialed individual.

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Dec05/88 14:17

16:4) Greg Boyer: We certainly try to do this here at AWC with our survey, but as some of our other conversations indicate, we probably tend to underestimate our worth...worth..The shelf life problem is just one of our states of nature and we overcome that only with patience and developing the way to sell the concept of adjunct staff work through the expert system.

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Dec05/88 16:11

16:5) Vern Humphrey: I agree that underestimating is a problem -- but easily solved by offering people a chance to discuss matters of interest -- if you find someone making intelligent and helpful comments on a subject, he is -- to all intents and purposes -- an expert. Draft him.

Note that if we were all assigned to staffs, probably less than a quarter of us would be assigned to positions that matched our expertise --we'd go to the slot that was open, not the slot we best filled. But here we have a chance to look people over, see how they fit in, and coopt them into the positions they best fill.

It seems to me that our problem is not finding the people, but in finding and structuring the problems. If we get a real problem up on this net, and ran it in a business like manner, I suspect we'd do a pretty good job of solving that problem.

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Dec06/88 11:31

16:6) John Lesko: This technology, perhaps, is re-structuring the army and its expertise. What if we started to think of a staff as a network or series of concentric circles? (Mike Malone has the best model for the structure --- see his 'essay' entitled THE FORCE or get a hold of Zuboff's IN THE AGE OF THE SMART MACHINE AND GO DIRECTLY TO HER CONCLUSIONS) What if we thought of a staff in a form other than the listing of a TDA chart or even as a collection of men & women all reporting to the same office? What if this abstraction (called a staff) is viewed as another decision support system rather than spaces and faces and floor space and data bases?

- - - - -

Dec06/88 11:51

16:7) Greg Boyer: I agree with the "real problem" comment. Maybe with a gut-wrenching, no BS hot wash or afteraction session on the interaction created by the problem solving process, we can reaffirm John's thoughts and create a new model. Seems like we our goals with this year's effort to address the applicability of the LEXSYS concept is achievable given we can develop a practical model. One that breaks down the barriers of traditional staff work.

- - - - -

Dec06/88 13:33

16:8) Phil Schneider: I'd add that participation and/or continued involvement is an important consideration...I may have "expert" knowledge on a subject or two...if I don't want to share or be involved; what good am I or my info?

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Dec06/88 14:39

16:9) Vern Humphrey: I think the idea contained in Phil's comment is, "expert is as expert does." It is the quality and quantity of contribution that makes the expert.

Thanks, Phil!

- - - - -

Dec06/88 21:12

16:10) Steve Whitworth: How would a LEXSYS expert be different from the WWMCCS nodes and POCs that already exist? Woould LEXSYS deal in off-line support or staffing? I think that there is a potential for redundancy and overlap between the two computer systems.

- - - - -

Dec07/88 06:55

16:11) Vern Humphrey: Redundancy isn't all bad -- it increases reliability and accessability.

- - - - -

Dec07/88 21:20

16:12) Steve Whitworth: But it may reduce budget and interest.

- - - - -

Dec08/88 06:53

16:13) Vern Humphrey: That's better than another Challenger Disaster -- Seriously, Everything we rely on -- including speech --requires a certain amount of redundancy to work. For example, we can communicate by TDY travel (face-to-face), telephone, mail, electronic message, FAX machine, and now by asynchronous telecommunication (this here net). That's redundancy and overlap. Before we decide automatically that redundancy is wrong, we should look at WHY it exists.

- - - - -

Dec22/88 22:05

16:14) Michael Kanner: The problem of defining experts and levels of expertise has one LESNET and LEXSYS had to wrestle with. I agree with Vern. A real expert will be sniffed out quickly. Witness the few individuals who drive discussions in the NETS. Vern and I both attended some meetings at Lewis, where the presumed experts soon showed that they did not know what they were talking about. The problem that this group must really work is how to recruit in individuals to the net so they may be evaluated and classified.

- - - - -

Dec22/88 22:39

16:15) Jack Maher: AGREE AND DISAGREE. LEXSYS NEEDS TO INVITE THE BEST AND THE BRIGHTEST INTO THE SUBNETS. SOMETIMES THOSE WE PERCEIVE (BASED UPON WHATEVER) TO BE THE BEST AND THE BRIGHTEST AIN'T. THAT DOESN'T MEAN THAT THEY CAN'T CONTRIBUTE. A NEWBY TO THE ISSUE MAY NOT BE ENCUMBERED BY THE CURRENT POSITION ON THAT ISSUE AND MAY PROVIDE A TOTALLY NEW ANGLE TO IT THAT THE "EXPERTS" DIDN'T THINK OF OR REJECTED EARLY ON FOR INVALID REASONS.

- - - - -

Dec23/88 07:14

16:16) Vern Humphrey: Good point, Jack. And sometimes a person with expertise in a totally unrelated field can make a totally unexpected contribution.

- - - - -

Dec23/88 20:02

16:17) Michael Kanner: I did not mean to cut out experts who don't contribute. There are many reasons why people will not come out on the net (time available, agreement with previous responses, researching a better answer than his initial reaction).

Item 17 07:19 Dec05/88 23 lines 12 responses  
Rich Pomager  
Reaching Decision Points In LEXSYS Subnets

One of my concerns regarding an operational LEXSYS Issue subnet is issue resolution. I have noted that on Forumnet, there is a lot of discussion and some great comments, but I do not see answers to the issue. My experience is limited as I have only entered one item and observed a few. Discussion and comments around an issue are fine for Forumnet, but not so for LEXSYS. In the prototype conducted last year on LEXSYS, the same observation can be drawn. Attempts to get participants to respond directly with ideas or expertise are not answered. This was true when attempts were made to focus the discussion.

Several points come to mind:

1. Participants may not think they are in a situation in which a decision is necessary.
2. Participants do not want to make a decision for.... numerous reasons.
3. That possibly a method of forcing decision point is necessary. Here I may be surfacing an old idea of voting.
4. The proponent of the issue has not structured the issue properly so as to bring about solutions and decision points.

Many of you have more experience on Forum than I and can shed some light on this point. There may be a couple of subnets of Forum which are decision nets by their makeup. If this is so, then we need to observe their process.

Comments?

12 responses

Dec05/88 08:45

17:1) John Lesko: My own experiences (both as a netorganizer and an item author on other nets) say your point #4 is the MOST IMPORTANT....Someone has to "ride herd" on an item for there to be any focus/decision. A technique I've seen used that seems to work is --- Active and occasional summaries by the proponent coupled w/ a liberal dose of messages, phonecalls, and an occasional tete de tete. WHO SAYS A TELECONFERENCE SHOULD BE THE ONLY MEANS OF COMMUNICATIONS? Some- times you don't want a record of what's said....And sometimes it's best to handle things discretely.

Suggest this year's AWC group look at 'what it takes to be a good network facilitator'...I'd imagine that some of the same skills a chief of staff or an XO uses apply doubly to teleconferencing steering/directing/leading.

- - - - -

Dec05/88 12:08

17:2) Vern Humphrey: The most useful approach I've seen is to use messages and items together.

1. Word the item as a decision item -- state the problem, set a deadline or suspense.

2. Task selected individuals to respond IN A DECISION MODE -- by message.

3. Discipline the system -- responses by persons other than those tasked can be valuable -- but not if they get off the track.

- - - - -

Dec06/88 05:51

17:3) Jim Cary: Rich, They are both right, it comes down to the net organizer working the room, as they say in the entertainment industry. I'd suggest a Delphi process using CONFER should you need several alternative reduced to a few.

- - - - -

Dec06/88 11:55

17:4) Greg Boyer: John, you've had some very recent experience with you surveys and bulletins. I realize you're not really asking for a decision with these instruments but how do deadlines work in a free play, asynchronous environment?

- - - - -

Dec06/88 16:51

17:5) John Lesko: As a result of bulletins being posted on about 10 subnetw and at the Army:Entry level, I received 90 responses to my questionnaire in two weeks and three days time (and that's counting THANKSGIVING in there).

The comment that others have made about using a decision response or a MULTIPLE CHOICE or POLL response technique is key...Once you hook'em, most people tend to volunteer their comments/time. I spent a little time up front w/ a group (call it a steering committee) before posting anything.

I don't think another medium can offer such commitment by volunteers.

- - - - -

Dec07/88 05:02

17:6) Jim Cary: John, Caution, remember this is a self select sample therefore bias. Their responses can in no way represent population opinions. Until we get this system completely user friendly are we going to have the remotest chance of bringing main stream persons into this environment.

- - - - -

Dec07/88 06:57

17:7) Vern Humphrey: Jim, I agree on the bias issue -- but the techniques for getting and managing responses should hold more or less true, even though the response density will be lower in the general population.

The point you make about user friendliness is crucial. We've got to do something to make the system less intimidating and frustrating.

- - - - -

Dec07/88 09:39

17:8) John Lesko: Ref 17:6 and 17:7 --- Okay, so discount the first 25 responses as those coming from the Biased Pool....I even got 5 people answering the survey between the dumsticks and the cranberry sauce (these were either very bias or warped, just kidding...) If you look at the number of respondents in any survey the response rate is at the 5-10% level....Now let's assume there are 1000 people who've viewed my survey bulletin at the ENTRY shell. Ten percent = 100 participants and I'm probably there 'rat now! Remember those first 25 are the enthusiasts and maybe all those who follow are more representative of "the main stream"....What do you think?

John

- - - - -

Dec11/88 11:24

17:9) Rich Pomager: John, I think you should have had more responses to your questionnaire. Part of your problem may be CONFER software related. I am the type who turns on the system and then goes off to do something. I miss the bulletins But if the Bulletins stopped in the entry process and required a "return" before continuing, then you could insure that everyone, even me, would see and have a chance to respond. At this point, I think we are leaving things up to chance with bulletins. You think that you are at 10 % response, but you could be at 4 % or anywhere in between. I would like to see 500 responses to your survey.

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Dec12/88 13:50

17:10) Bill Mathews: One way to approach issue resolution on a LEXSYS subnet is to model the issue after a conference or meeting with participants in session. After the problem is presented, and broken down into sub issues as required, alternative solutions are presented for discussion. Then the moderator, chairman, or group leader determines the proposed solution from the substantive comments presented.

- - - - -

Dec13/88 07:11

17:11) Rich Pomager: Bill, if I understand your comment, you are suggesting that the issue facilitator keep breaking the item down into its smallest parts. That is that as the item receives responses, those thoughts that are added via responses be placed as separate items unless that address the specific topic of the original item. This process would focus the info received on one thought and provided avenues for discussion of the new ideas presented in responses.

Ex. The item is I want to open a grocery stand, what items should I sell. A response suggests apples, another pears, another carrots, and another cereals. A separate item would be open for each idea presented. Then participants could discuss the type or merits of apples. In the case of cereal, several sub items would be opened based on new responses, hot vs cold cereal, natural vs sugar coated, kids vs adult, by name brand .... Well you get the point. .... Sorry to use such a basic example, but at this hour in the morning, it is the best I can do. You get the idea.

The key to the process, is being able to separate ideas, and to place items considered initially to be "bad" ideas out for discussion.

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Dec22/88 22:12

17:12) Michael Kanner: A method used in earlier nets was to have a discussion followed by a summation and then a vote using value voting. I do not know how effective this technique was in getting answered, but it seemed to work in refining issues. If you have the work done by WOJO on LESNET, you should be able to view how it worked. M2 has a lot of the theory behind it and should be able to provide a bibliography.

Item 18 18:27 Dec08/88 5 lines 31 responses Summary  
present

Greg Boyer

Prime=1

LEXSYS PROMOTION

We at LEXSYSDOM continue to ponder on how to promote this concept called LEXSYS. We have sent messages to many on the ENTRY and FORUM side of the house (as some of you all know). Our sponsor is still on our side and you are certainly rolling up your sleeves again.....BUT what / which is the best way to promote the concept?

Related items: 19 36

31 responses

Dec08/88 18:38

18:1) Greg Boyer: Let me get back on line and mention that our team meeting tomorrow will broach this subject again. Our MACOM search continues with just a trickling of interest. We have a bulletin still up on FORUM and we will put one up on ENTRY...We are building our in-house covey of experts from the Class of 89 and we will get to the Corresponding folks soon...maybe they will be converts! What about our bosses or their bosses...I'm going back to last years message/net talk and see what you all said last year

- - - - -

Dec08/88 18:49

18:2) Greg Boyer: Browsing quickly here (on line of course)...hey old timers I noticed you talked about marketing and "the scientific underpinnings of LEXSYS" last year...for those of you that wrote to the 88 LEXSYS guys, you think we ought to bring up that "old" but useful stuff here in 89? Come on now part of our evolving expert database with manual lookup from a newbie

- - - - -

Dec09/88 13:30

18:3) Phil Schneider: Seems like the "best" marketing or promotional approach for LEXSYS is to produce some "useful Products" for some key players...then the word gets out based on "products" instead of "promises!"

- - - - -

Dec09/88 16:04

18:4) John Lesko: Could one of the 'products' be my survey results? There are 106 respondants as of yesterday. I've run this data (collected on-line via Army:Entry) thru an SPSSX data analysis package and this could easily serve as a 'quick turn-around survey' on what US Army officers think of teleconferencing and its impacts on command and staff procedures/staff

technologies....Would not the CG of the US Army Information Systems Command be interested in this data? How about the Center for Army Leadership? Or how about ARI? Or you all at the AWC? I've got a product I'm will to part with for 'nuttin and it ain't any empty promise.

- - - - -

Dec11/88 10:50

18:5) Rich Pomager: John, Your data may be useful in this effort. We can better assess it's value when we review the results. As we discussed last year, one of the best marketing approaches is to solve an issue for a senior leader. The data has to be useful to someone. Following this logic, we have to insure that the data you have collected can be put in a useful output to one of the people you mentioned. Maybe converted into several different uses for each receipient.

If not of direct value, then it may be very useful for inclusion in the LEXSYS final report.

We are working with Jim Cary to identify some important issues for resolution on LEXSYS. Jim has some good ideas that he is going to follow uup on. We are resting on his good judgement at this point as he is in the right place to get the info.

Greg, one of the ideas we considered last years was a briefing of the Senior leaders at locations of MACOMs or Facilities that had some strong teleconferencing folks (LEXSYS and FORUM users). Fund limitations precluded any trips last year and are not so rosey this year. What about producing a set or your final briefing slides to be sent to LEXSYS participants and a script to support the slides. Then it will be up to the people in the field to do the Advertising.

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Dec12/88 19:39

18:6) Mike Malone: OK...Hold onto yer helmet liners.....If the design of the end-of-the-year National Tragedy Seminar (it may be called the National STRATEGY Seminar) still has student seminars making presentatons about national strategy to 150 military and civilian guests, think about one of those seminar groups being an electronic one...

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Dec13/88 07:16

18:7) Rich Pomager: Mike, that has potential and the negative side of the issue says it will be rough to do. We have a new member coming up on this net, Glenda Nagami. She may have some ideas on this one. Be careful Mike, ideas like this could change the way the War College does business. Are we ready for that?

- - - - -

Dec18/88 11:57

18:8) Mike Malone: That's exactly what I had in mind. How come, say, within five years, the USAWC couldn't be running a "electronic continuing education program", using this medium, enhanced by other teleconferencing technologies, for officers in those busy years between SSC graduation and retirement? This medium's asynchronous feature makes it possible for those busy folks to "find" the time to collectively/interactively go to school.

- - - - -

Dec20/88 07:05

18:9) Vern Humphrey: You could expand that idea into a series of "professional forums" -- study of specific Army problems, requiring work by the participants, but with some sort of "extra credit." Other participants could be attracted either by interest, or by some non-tangible reward (such as a certificate).

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Dec20/88 08:57

18:10) Mike Malone: OK...forum or whatever. Who would be the teachers? A squad or so from LEXSYS, identified by an information profile derived from the forum topic. But, damn! Who's goin' to grade papers?

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Dec20/88 12:12

18:11) Vern Humphrey: Grade them on participation. If it works, it will be a true seminar -- each participant will have something to contribute (or teach). Let the organizer/principal decide on relative merit (if you really need to assess relative merit), as well as discipline the system.

- - - - -

Dec21/88 07:35

18:12) Rich Pomager: Getting back to the issue at hand, I would like some feedback on the idea of providing briefing packets to you all so that you can assist in the promotion or telling the LEXSYS story. From that would logically grow a desire to test/use the system. Each of you would then play a key role as a Issue Facilitator. The point was made above that we need some results to get the right interest. The subjects under consideration for issue subnets and proto- types (item 22-28) will provide ample opportunity for success stories. You could be the medium of providing the info to the right people.

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Dec21/88 23:30

18:13) Chris Wise: Tough problem that some of the "old hands" really struggled with. Remember helping brief the USSOCOM CINC and his staff on LEXSYS a couple of years ago (before it got sold to AWC as a student project). A lot like fly fishing, if you didn't tie the fly to match the hatch of that day, forget it, nothing's going to bite. I like your issues ... trick will be to find a trout that's also interested in them.

- - - - -

Dec22/88 08:49

18:14) Rich Pomager: Thanks Chris, I would expect you to pick the right time for the briefing. Agree, Timing is important, and we can't leave it to chance.

- - - - -

Dec22/88 21:48

18:15) Jack Maher: I AM TRYING TO WORK AN ISSUE WITH SOCOM AS WE SPEAK. I WAS OUT OF TOWN TODAY BUT GOT A CALL FROM ONE OF THE GUYS I'M WORKING WITH. HOPE THE CINC HAS CHANGED SINCE YOU WERE THERE AND THE NEWS IS GOOD. I WILL ATTEMPT CONTACT TOMORROW MORNING AND WILL REPORT OUT ON ISSUE 22.

- - - - -

Dec22/88 22:20

18:16) Michael Kanner: If you want to advertise LEXSYS then ADVERTISE! Get the VCSA to talk about this at senior leadership seminars. Have the AWC group present it at the G3 conference at Leavenworth. Let 3 and 4 stars know about it. When they start talking about it and find that the only one tied in is a gnome of a CPT in the basement of their headquarters. It will suddenly attract the attention and participation of the O4, O5 and O6. As my marketing instructor once said, The meek may inherit the earth, but the loud will be able to sell it.

- - - - -

Dec22/88 22:50

18:17) Jack Maher: MIK4EE, I REALLY LIKE YOUR STYLE! HOPEFULLY, ONE OF THE PRODUCTS THAT WILL COME OUT OF THIS EFFORT IS A FEW PARAGRAPHS IN THAT PUB THAT GOES TO ALL THE GO's EACH MONTH THAT WILL LET THEM KNOW THEY HAVE CPTs UP ON LEXSYS.

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Dec23/88 07:33

18:18) Rich Pomager: Mike, Your comments have been discussed adnausium (?) by last years team and this years. We can easily get the VCSA to mention it and put in the GO class but we can't sell a product that isn't ready to run. We have one experience from which to base our results. The team is working with a target of 5 prototypes this year. We are asking last years registered experts if they are willing to remain in the project. We are trying to increase the size of the expert pool by 4 X's last years. All this still means we may not have a large enough expert base to handle your bosses question if he decides to use LEXSYS.

That's why we are looking for ways to sell LEXSYS to the leadership via guys in the know who can manage a net and provide answers for their. Most important is picking the right issues in the beginning. I would expect that the worst thing we could do is sell a project and get everyone enthused and then not be able to produce.

Both teams have felt the frustration in moving this great idea forward. The question has been which came first the chicken or the egg. Do we promote LEXSYS and then look for experts and then issues to work? Or do we build suLEXSYS by gathering Experts and running selected issues to gain success? Time in the military community is fragile with the current replacement cycle we enjoy. Gen Brown has backed the issue, but hasn't forced the issue. He leaves in a few weeks and his replacement will carry the LEXSYS standard.

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Dec23/88 07:33

18:19) Rich Pomager: Let's get LEXSYS ready so that the Spring brief to the VCSA goes well.

- - - - -

Dec23/88 20:07

18:20) Michael Kanner: We need to pursue a two pronged strategy. First, continue to refine the process and build the expert list. Second, get other GOs involved who are willing to allow LEXSYS to work for them. This gives us more than one sponsor and a better chance for success. Mike Malone talks about the knowledge entrepreneur in the LESNET. If we are to be successful, we need to be less cautious and be willing to conduct a market test. If not we may be designing a system that supports the members and not the users.

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Dec28/88 08:01

18:21) Rich Pomager: Agree Mike, are you ready to approach your boss and get an issue? Let us know and maybe we can work it and bring him on board.

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Dec29/88 15:22

18:22) John Lesko: This is related but indirectly to the marketing issue....Today I had lunch with a PhD Physicist and his West Point son (USMA '91) and we talked about registering expertise and networking talent and then unleashing this generation of computer-training officers into an Army which used computer-mediated communications and information retrieval systems to do its staff work...what follows are a few key comments:

The USMA has the entire Corps of Cadets wired into a LAN...Each Regiment and Company has its own Bulletin Board and Message service...Some officers (both tactical officers and instructors) use this LAN to coach the cadets along in their homework as well as their extracurricular activities.

A cadet can check on what book is or is not in the USMA library from his own room and machine. On-line tutorials are available in a number of subjects....Mr Hynes uses a Russian flash card program to help with vocabulary.

In the departments where the 'leadership' uses computer-based communications you'll find the associate and assistant professors using computers. In the departments where this is not so, then fewer use it. This, by the way, matches the data collected thus far from our survey on-line at Army:Entry ref: Do you find the use of PC, LANs, and networks useful and popular? vs. Does your boss find.... vs. Do your subordinates find....

Dr Hynes added....If we had a computer-based teleconference ten years ago, then my work on the tri-service laser would have been easier.

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Dec29/88 15:22

18:23) John Lesko:

Marketing LEXSYS needs to be at the senior executive level....The COLs of our Army must understand that now it the time to implement such staff technologies (whether they're totally ready or not) because the junior officers of today will expect this sort of system to be in place for them to do what they need to do and are doing already!

- - - - -

Dec29/88 20:49

18:24) Michael Kanner: Rich, I am working on a project now that I will probably float on one of the nets for comment. This is the second time that I will use the net to review an action for him. This will probably be a good "hook" to get him interested. When I send the action up I will ensure I highlight the input from the nets and add some talk about LEXSYS. It may just be trolling but sometimes you can hook something.

- - - - -

Dec30/88 08:08

18:25) Rich Pomager: Thanks Mike, we will be happy to help.

- - - - -

Jan05/89 15:05

18:26) John Lesko: Just scanned this item and want to add the following: 1) ref 18:5,12,16,23 One of the things I do to ADVERTISE/MARKET/PROMOTE is to publish a letter which I call an UPDATE....My last letter went something like this...."It's my wish that 1989 be the year in which all use TECHNET to aid them in their day to day affairs. Just before Christmas, the number of conferencees w/in the Army:Forum system reached 1549, TECHNET grew to 62, and the CG posted item number "n"...." Well, this last phrase usually gets some attention. Those who've answered item "n" know that they're okay; those who have'nt may rush to figure out what they've missed; 2) then I'll sort of map out the next few items or issues --- e.g. "Career Progression Concerns of Uniformed Scientists" or "Why the Last LTC/COL Boards only chose..." I'll use titles only and they're usually controversial or eyecatching; 3) I alway look for a way to share what's going on with an executive willing to listen; 4) and finally, there's the offer to "help or coach" someone onto the net....These are what seem to work for me. I'll honestly admit to stealing the techniques from guys like Mike Malone and Wojo --- Has anyone gotten a hold of him yet?

- - - - -

Jan09/89 07:52

18:27) Rich Pomager: John, I have not heard from him and neither have some of the others. He must be working an under cover assignment.

Appreciate your response above. Some food for thought.

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Jan09/89 09:37

18:28) John Lesko: Have you gotten the preliminary results from my survey yet?

- - - - -

Jan10/89 07:14

18:29) Rich Pomager: John, Your package arrived yesterday. I have not had a chance to review it as I am the escort for one of our guests. Wed will be the end of the escort mission and I can concentrate on other business.

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Jan10/89 08:35

18:30) John Lesko: Why not pop that baby into a xerox and circulate it amongst the LEXSYS team 'asynchronously'?

- - - - -

Jan20/89 15:06

18:31) Greg Boyer: THANKS EVERYONE....GOING TO SUMMARIZE SOON...STANDBY

Item 19 18:49 Dec08/88 6 lines 26 responses  
Greg Boyer Prime=18  
IS LEXSYS PURPLE?

Another part of our table of contents....Our job is to explore the applicability of this expert system to jointness. Certainly one of our prototypes will strive for joint interaction...How can or how does asynchronous, adjunct staff work, work in our purple world? Forget about the inherent problems of secure communications (unless you are just plain stubborn)

Related items: 35

26 responses

Dec09/88 07:14

19:1) Vern Humphrey: For one thing, we have no official commitment to a program. For example, I can say things on this net that are "not in the best interests" of the company I work for (and I have). In a face to face meeting or a written communication (which would have to go through my boss) I would probably have to hew closer to the party line. Bottom line -- we seem to be able to talk as members of a team, not as "representatives" of our respective services or companies.

- - - - -

Dec09/88 08:04

19:2) Greg Boyer: Probably back to what we are trying to talk about or solve...the definition of the issue will have a lot to do about how we come together as a team, loaded with free thought or bogged down with the party line. I guess I'm looking for a statement on whether the concept of expert systems has utility for joint staff officers? Your comments, Vern, are valid and really are the crux of the problem....seems like breaking down the barriers within a joint activity might be much bigger than a breadbox.

- - - - -

Dec09/88 08:15

19:3) Vern Humphrey: Correct -- particularly when you consider the capability to communicate privately via message. A small cluster of men of good will could "plot" to come up with and implement the best solution for the country -- regardless of whether it was the best solution for their particular services.

- - - - -

Dec09/88 13:33

19:4) Phil Schneider: As a "frequent" integrator of efforts to cope with unpopular issues, I find it works well to define the issue then "aggressively" seek out interested players (who in turn, ID other "interested" players)...in our case, we'll have to seek out other service players (if I understand the meaning of "purple" correctly).

- - - - -

Dec11/88 11:04

19:5) Rich Pomager: Greg, if LEXSYS is a good problem solving tool for Army senior leaders, then it probably is a good tool for other Service senior leaders. The easiest place of applicability is in the CINC Hqs. That aspect crosses the service boundaries just by assignment. I realize that service prejudices remain in some individuals and there is the possibility that a service may hold an action against the Service's interest against an officer. But we can not preclude this in the normal manner of doing business, so recognizing that one or both of the above possibilities exists should be sufficient notice for a Joint subnet issue facilitator. I think your attempt to work a CINC MSP topic on a prototype net is valuable and will assist in testing the concept. Also, we could seek out some sister service computer techies to join the net and get them involved. Might be some real merit there.

One of the greatest selling points of the LEXSYS process is that we look to the expert on a subnet to speak in the best interest of the service or nation (depending on the issue). No doubt that there will be some people who will play the command line. That is not all bad as that line may include some dynamics of the issue that the rests of the experts must hear. Should the party line be just bull, then I would hope the expert would use the private means of passing his true expert opinion.

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Dec11/88 19:26

19:6) Steve Whitworth: With no joint charter or members, I think this net will be hard to sell as useful. In SOUTHCOM it was useful to contact POCs for a few Army-lead issues, but most teleconferencing was done on WWMCCS or secure FAX with the Pentagon. Many other special purpose systems also existed that made it hard to get anyone excited about FORUM.

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Dec12/88 07:43

19:7) Rich Pomager: Steve, in our efforts last year to promote LEXSYS, we found that many senior people that we talked to were turned off as soon as FORUM was mentioned. I do not want to go into the comments we received, but those comments were the basis for our decision to separate LEXSYS from FORUM.

- - - - -

Dec19/88 20:46

19:8) Mike Malone: One of your classmates there at Carlisle knows about jointness and about computer conferencing nets. Some time talking with him would not be wasted. Name is JB Burns.

- - - - -

Dec21/88 23:27

19:9) Chris Wise: All sorts of application to the joint world, but you cannot avoid the problem of lack of security. In three and a half years on a unified command staff I cannot recall working a single unclassified issue that a LEXSYS could have helped me on. Maybe someone down in the J1 might have had an issue or two, but I couldn't think of one, and I was working on the LEXSYS concept at night and talking about it to the guys at work in the day. That's what sunk us with SOCOM. I don't think the issue of potential service conflict is there (certainly not within a Unified Command, maybe in the Big Building). Security is a problem that cannot be wished away if you want to play in the joint arena.

- - - - -  
Dec22/88 08:54

19:10) Rich Pomager: Security concerns have always been an area of LEXSYS that has been discuss time and again. I am not sure that I would support adding security features to LEXSYS. The reason is the personal computer use and no means of controlling collected data either on disk on hard copy.

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Dec22/88 21:53

19:11) Jack Maher: I NEED TO SAY ONE MORE TIME THAT I JUST BECAME A USER OF COMPUTERS THREE MONTHS AGO. THAT SAID I REALLY THINK THAT ISSUES COULD BE HANDLED IN A SCRAMBLED MODE ALSO THAT PROBABLY WOULD PERMIT UP TO SECRET. IF WE CAN TALK THAT WAY WE CAN TELECONFERENCE THAT WAY TOO. IT WOULD TAKE SOMEONE A LOT MORE LITERATE THAN ME TO MAKE IT HAPPEN BUT CONCEPTUALLY AND BY STATE OF THE ART IT CAN HAPPEN NOW.

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Dec22/88 23:52

19:12) Chris Wise: There are a couple of solutions to the security issue. In the short run, there are probably plenty of issues (we've already seen several here) that can be dealt with in open forum. In the joint world all sorts of doctrinal issues come to mind--integration of Army and Marine logistical support procedures, rear battle, CAS with Army, Air Force, Navy and Marine air, DOS/DOD cooperation, etc.

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Dec23/88 07:38

19:13) Rich Pomager: Agree Chris and these are the issues we need to pursue. However Jack, we can transmit scrambled, but who controls the information that is coming across your screen or down loaded onto your floppy, and what about the number of hard copies you may make. Too much room for error in such a system, especially when one is using home computers. Had such a capability existed about five years ago, the Walkers would still be bringing in money on the side instead of meeting new friends in prison.

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Dec23/88 07:43

19:14) Rich Pomager: Now if someone can come up with a means of transmitting data so that it is secure from the problems cited above, then discussion of Classified on LEXSYS is fine. Something like "Your computer will self destruct in ten seconds," comes to mind.

- - - - -

Dec23/88 11:08

19:15) Chris Wise: As Rich has said. The problem isn't so much the secure transmission as it is secure storage. Given the kind of people you would want on a LEXSYS, I see no short-term solution. Probably not worthwhile to pursue this much further. Always has been something of a distractor in getting a test run going.

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Dec25/88 22:14

19:16) Tom Norton: The security issue was solved last year. IT is possible to transmit up to secret via home computers. Have Rich Pomager brief the team on local info we recieved concerning new hardware (cheap) in the system.

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Dec28/88 22:53

19:17) Mike Graves: I have been out of the new COMSEC business for awhile, but I think a STU-II or III, or a KG-84 will work with a home computer. However, I don't think that those boxes are authorized in our homes. We need an area that meets certain security standards.

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Dec29/88 01:54

19:18) Richard M. Lukens: According to AR 380-380, personally owned computers must be used in the stand alone mode and can only process unclassified data. This may put a crimp into plans of working at home without a rules change. That would give the spies quite an opening if off cite processing were allowed. Imagine, the Walker family with a STU-III and a PC!

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Dec29/88 01:57

19:19) Jack Maher: YEARS AGO I STOOD BY NEAR A BOX IN KOREA WAITING FOR A DECISION ON HOW MANY SOLDIERS A CERTAIN DIVISION WOULD SEND ON A MAJOR EXERCISE. THE TELECONFERENCING NET COULD USE THE SAME TELEPHONE!

- - - - -

Dec29/88 02:04

19:20) Richard M. Lukens: Another sleepless night for you Jack? Even on the west coast it must be pretty late.

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Jan12/89 18:20

19:21) Michael S. Jindra: I'm slated to head for a joint assignment (NATO Sector Operations Center 3) in June of this year. Willing to help "market" LEXSYS there. I'm just guessing -- but you'd probably have to figure out a way to get it up and running on WWMCCS; somehow I don't think the folks in SOC3 will want to operate on the Wayne State University computer.

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Jan20/89 14:59

19:22) Greg Boyer: THANKS EVERYONE...., I'M GOING TO SUMMARIZE SOON....STANDBY

- - - - -

Jan23/89 14:21

19:23) Greg Boyer: I've summarized this item at Item 35....spend your time there and get back to us with comments.

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Feb02/89 21:35

19:24) Jim Smith: As I gather from the Intel & Security folks at 6A and the 92d MI Bn at the Presidio of SF, a local threat assessment by the cdr is all that is required to perform classified processing on a PC (non-TEMPEST) and we are following these guidelines here. NOW THE PROBLEMS: If you store data to the hard disk on this PC, the hard disk is classified and has to be stored/secured IAW w/ current regs, AND THERE IS NO APPROVED METHOD TO RETURN A HARD DISK TO A NON-CLASSIFIED MODE SHORT OF DESTRUCTION. Classified processing up to SECRET is the highest level that can be approved on non-TEMPEST PCs. The telephone cable that connects the PC to the STU may not meet the above requirements (Basically, I have not been able to get an answer out of the Intel & Sec folks here on this issue.).

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Feb02/89 22:09

19:25) Mike Graves: Good points. Additionally, if all the TEMPEST requirements are met, messages, issues, responses, etc must be transferred on an end to end or user to user basis. FORUM cannot be a repository for our info exchanges because it isn't currently secure.

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Feb03/89 15:42

19:26) Greg Boyer: Thanks guys, I put a similar comment on the summary at item 35

Item 20 10:13 Dec12/88 7 lines 4 responses  
Greg Boyer Prime=1  
An Architecture for a Prototype Net?

Do we need an "architecture" for a LEXSYS prototype net?  
Postulate that as the action gets hot and heavy on an issue,  
might it be useful to publish a standard table of context ....I  
mean contents...for a question...Last week, in our team meeting,  
we discussed a methodology to bring some tracking logic to  
developing an issue. Hope we don't steal some type of copyright  
rights here...See the first response..

4 responses

Dec13/88 07:02

20:1) Vern Humphrey: Some way of keeping respondents on track is  
obviously desirable. The net needs discipline, or people forget  
what the original item was. A good index, that you can scan  
might help.

- - - - -

Dec13/88 15:35

20:2) Greg Boyer: Thanks Vern...the system burped yesterday  
before I could get the first response up..you beat me..My ideas  
are simply to fix an index form and fill in the blanks as time  
goes on..we can try this idea on our first prototype...hey all of  
you netorganizers, you tried anything fancy to bring discipline  
to the net?

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Dec19/88 21:00

20:3) Mike Malone: Here's a technique I used to watch Mike McGee  
use pretty well...whoever enters the Item is its sponsor until  
it's retired or dies or is burnt. As it's developing, author  
functions as it's discussion moderator, along with the conference  
organizer. And an idea you might want to try...interview the more  
experienced confornzrs (figger out a good way to do it by  
computer conferencing) to see if you can identify some of the  
informal rules (norms) that seem to apply within the computer  
conferencing net. There. Two approaches that might help bring  
discipline to a net.

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Dec21/88 07:39

20:4) Rich Pomager: Greg, why not list the procedure discussed  
at our last meeting. That will provide a base for discussion.  
One of the key points noted last year was that a teleconferencing  
subnet success would be based upon the ability of the issue  
facilitator to manage a meeting. We have not looked into this  
important area. We are assuming (I know what it means) that  
the boss (issue proponent) will select someone to run the issue  
for him who can successfully manage a meeting or conference.

Item 21 14:20 Dec14/88 3 lines 3 responses  
Charles Giasson  
LTC Giasson, ICAF

I am LTC Chuck Giasson, Signal Corps. I am a student at the Industrial College of the Armed Forces at Ft McNair. I am a volunteer student liason for LEXSYS to the National Defense University. (202) 475-1732.

3 responses

Dec14/88 19:05

21:1) Mike Graves: Hiya Chuck. Glad to have you aboard. Are the other guys from NDU up? Someone will get back to you soon.

- - - - -

Dec15/88 15:47

21:2) Rich Cruz: Chuck, welcome aboard. Glad to see another signal guy on the net. Say hello to Tim Shiel for me. See if he'd be interested in participating in Lexsys. Thanks.

- - - - -

Dec19/88 21:01

21:3) Mike Malone: OK, "jointness guys" guys...

Item 22 16:53 Dec19/88 1 line 3 responses  
Greg Boyer Prime=15  
LIC-SOUTHCOM

working item....LIC-SOUTHCOM

3 responses  
Dec20/88 10:45

22:1) Rich Pomager: We have reserved space for the possible subnet issues we plann to run in the Jan to Mar time frame. SO items 22 - 27 will list all discussion and status of coordination to date.

- - - - -

Dec21/88 20:02

22:2) Jack Maher: THIS ITEM SHOULD REALLY READ LIC-SOCOM. HAVE SPOKEN TELEPHONICALLY WITH LTC JEFF FULLER AND LTCOL FRED BOBBIT FROM SOCOM. THEY ARE AWAITING A CLASS A LINE TO COME UP ON THE NET. IN THE MEAN TIME THEY WILL FAX A PROBLEM STATEMENT TO COL POMAGER AT THE AWC. PER CONVERSATION, THE GUTS OF THIS ISSUE MAY WELL BE "WHAT IS LIC?"

- - - - -

Feb09/89 15:38

22:3) Jim Fletcher: Would llike to be part of any net involving LIC. Can I join?

Item 23 16:54 Dec19/88 1 line 2 responses  
Greg Boyer Prime=15  
HELICOPTER FLOT OPERATIONS

WORKING ITEM- HELICOPETER FLOT OPNSZ-USAREUR

2 responses

Dec21/88 10:53

23:1) Bill Durbin: GREG, JUST RETURNED FROM JRTC WITH A LOT OF  
GOOD IDEAS ON EMPLOYMENT OF AVN (ROTARY/JAAT) IN LIC AND MIC.  
WHAT IS THE FOCUS OF THIS ITEM? BILL DURBIN

- - - - -

Dec21/88 19:56

23:2) Jack Maher: HAVE NOT YET RECEIVED A PROBLEM STATEMENT BUT  
THINK IT WILL CENTER AROUND CROSS FLOT/DEEP ATTACK TYPE  
OPERATIONS.

Item 24 16:55 Dec19/88 1 line 4 responses  
Greg Boyer Prime=15  
COMM INTEROPERABILITY

WORKING ITEM- COMM INTEROPERABILITY

4 responses

Dec21/88 19:46

24:1) Bill Mathews: POC at WESTCOM is MAj Tony Cogliandro who I contacted on 20 Dec 88 reference the potential use of this subject matter as a LEXSYS prototype issue. The subject does not have visibility within WESTCOM and a further definition and scope of the project could be provided. Therefore, I don't believe that this should be used as a LEXSYS prototype.

- - - - -

Dec22/88 20:40

24:2) Mike Graves: I talked to a LTC Haeffner at USAREUR Signal Office. He wanted to talk to some folks in Europe about this issue as a LEXSYS prototype. He is supposed to get back to me in 3 weeks.

- - - - -

Dec23/88 14:45

24:3) Rich Cruz: I know Bob Haeffner from my days with the 509th and 5th Signal Command. He used to be in 5th's DCSOPS. Mike, if I can be of any assistance on this, let me know.

- - - - -

Dec31/88 13:39

24:4) Bill Mathews: My response #1 to this item more appropriately belongs with item #25 since my discussion surrounds LIC within WESTCOM. RICH: SUGGEST YOU DRIVE ON WITH DEVELOPMENT OF THIS ISSUE. I BELIEVE THAT IT WOULD BE A GOOD ITEM FOR RESOLUTION ON A LEXSYS SUBNET.

Item 25 16:56 Dec19/88 1 line 1 response  
Greg Boyer Prime=15  
LEADERSHIP IN LIC-WESTCOM

WORKING ITEM- LEADERSHIP IN LIC, WESTCOM

1 response  
Dec31/88 13:42

25:1) Bill Mathews: My research on this issue was inadvertantly discussed as response #1 to item #24. Bottom line is that the LIC issue presented has reduced visibility in WESTCOM per the POC and a substantative problem statement, scope and desired result was not available. I do not recommend that this issue be used for resolution on a LEXSYS subnet.

Item 26 16:57 Dec19/88 1 line No responses Summary  
present

Greg Boyer Prime=15  
ARMS CONTROL

A WORKING ITEM-ARMS CONTROL, SACEUR

No responses on item 26

Item 27 16:58 Dec19/88 1 line 1 response  
Greg Boyer Prime=15  
FORCE MULTIPLIER-C3

WORKING ITEM-C3 FORCE MULTIPLIER-FORSCOM

1 response  
Dec22/88 10:05

27:1) Rich Cruz: I spoke to a major in the Joint Strategy and Concepts Office, at FORSCOM. This office was only a conduit for MSP topics. He referred me to J6 (no name). The telephone number he gave me was the Chief of Staff, FORSCOM. I'll look at the wiring diagram for FORSCOM and try to come up with a name and telephone number in the J6 for this issue.

Item 28 16:59 Dec19/88 1 line 5 responses  
Greg Boyer Prime=15  
BATTLESTAFF INTEGRATION

WORKING ITEM-BATTLESTAFF INTEGRATION

5 responses

Dec19/88 21:05

28:1) Mike Malone: I got a pretty good 5000 words on Battle Staff Integration. With data showing its effectiveness. Was part of a study I did for ARI last year and this year. Be glad to send copy if you need it.

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Dec19/88 21:44

28:2) Mike Graves: Roger Mike, we will take it. I think Greg Boyer is the POC for this one. My box # is 124 at Carlisle. 17013.

- - - - -

Dec20/88 08:58

28:3) Mike Malone: On the way...

- - - - -

Dec21/88 10:55

28:4) Bill Durbin: MIKE, COULD I GET A COPY TOO? LTC BILL DURBIN, COMMANDER 1-123 ATTACK HELICOPTER BATTALION, FORT ORD, CA 93941.

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Dec31/88 13:44

28:5) Bill Mathews: Item # 15 on this net has further dialogue on Battlestaff Integration as a potential item for a LEXSYS prototype issue.

Item 29    21:45 Dec20/88    131 lines    7 responses  
Bob Bailey                      Prime=5

The current LEXSYS Baseline Assessment Survey plays a very important role in helping to identify subject matter experts. Because of this, ever attempt is being made to try and simplify the current survey. Numerous comments from the field have recommended a need to change the lengthy and "cumbersome" definitions that are being used to define the different levels of expertise, see example one.

A list of these definitions are arrayed along the top of each survey page using a left to right ascending numerical scale. Respondents are then ask to choose, depending on the question, their current level of expertise.

In an attempt to clarify the levels of expertise while simplifying the survey, the following definitions are submitted for your comments. Please choose one of the following and submit recommended changes. Thanks....

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**EXAMPLE ONE**

This is the current list of definitions being used with the Baseline Assessment Survey. Approximately, 20 minutes are required to complete the survey using this approach.

**APPLICATION:** This is the highest level of expertise. At this level, you could lead a study project, head a task force, provide counsel or answer a senior leader (3 Or 4 star) question on this subject.

**UNDERSTANDING:** This is the second level of expertise. At this level, you could write an essay or term paper, give a one hour class at the War College, objectively evaluate alternatives, or work actions in this subject at the DA, JCS or MACOM level.

**KNOWLEDGE:** This is the third level of expertise. At this level, you could make a significant contribution to group discussion (theory, research, or data), give a 30 minute briefing, or could work actions at Corps or lower level.

**FAMILIARITY:** This is the fourth level of expertise. At this level, you can read or listen smoothly, i.e. your background includes basic terms, concepts, and relationships.

**AWARENESS:** This is the lowest level of expertise. At this level, you can do reading or listen to this subject, but with frequent pauses to recall meaning and relationships.

NOTE: The full definition for each level of expertise is arrayed across the top of each survey sheet using ascending numbers representing 1 as the lowest and 9 as the highest. This procedure was used to determine both the direction and degree of attitude or opinion. Respondents are then ask to choose their current level of expertise.

| Application Awareness |   | Understanding |   | Knowledge |   | Familiarity |   |   |
|-----------------------|---|---------------|---|-----------|---|-------------|---|---|
| 1                     | 2 | 3             | 4 | 5         | 6 | 7           | 8 | 9 |

#### EXAMPLE TWO

This approach uses the same procedure to determine the direction and degree of attitude, but only list keywords as opposed to key definitions across the top of each survey page. Approximately, 10 minutes is required to complete the survey using this technique.

Study the level of expertise scales across the top of each page. These scales are illustrative of a range of experience and proficiency in each subject are. There are three levels of expertise: NOVICE, WORKING KNOWLEDGE, and SUBJECT MATTER EXPERT. The following is a definition of each level of expertise.

#### DEFINITIONS

NOVICE: This is the lowest level of expertise. At this level, you have seen the subject matter, but have no technical or in-depth knowledge. If you are at this level, mark 1 on the mark sensed form.

WORKING KNOWLEDGE: This is the mid-level of expertise. At this level, you are conversant with the subject matter and can facilitate the topic or make significant contributions. If you are at this level, mark 3 on the mark sensed form.

SUBJECT MATTER EXPERT: This is the highest level of expertise. At this level, you are articulate and capable of conducting a critical analysis or answering a senior leader (3 or 4 star) question on this subject. If you are at this level, mark 5 on the mark sensed form.

For each of the subject areas, assess your own present level of expertise by marking the number on the answer sheet that corresponds to the answer you wish to give to that question. For example, if your answer is that you are at the NOVICE level mark the space numbered (1). If you are midway between WORKING KNOWLEDGE and SUBJECT MATTER EXPERT, mark space (4) for that question. Remember, make your self-assessment based on what you think is your level of expertise now.

NOVICE

WORKING KNOWLEDGE

SUBJECT MATTER EXPERT

1

2

3

4

5

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As the Army explores new ways to use the computer and telecommunications to solve problems, it is still only as good as the men and women inputting the data. Because of this, every effort must be made to identify the most qualified subject matter experts capable of addressing complicated, challenging and difficult problems. Hopefully, your comment and recommended changes will help produce a better product used to identify subject matter experts.

Thanks again for you comments !

ADDRESS YOUR COMMENTS TO: LTC Bob Bailey  
Please try and give me your comments NLT 23 DEC 88.

7 responses

Dec21/88 07:49

29:1) Vern Humphrey: It appears that the simpler method would be better, given the tendency of experts to underrate themselves. The fewer rungs on the ladder, the more likely the respondent will pick the one most descriptive of his actual level of expertise.

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Dec21/88 07:50

29:2) Rich Pomager: Bob, I like the way you have broken the nine rating areas into five. I have tried to come up with some other category names and am unable to. My only concern is that all individuals we would request to complete this survey would understand where there level of expertise is rated. I am concerned that academicians, technocrats, and good ole boys can relate to terms the military people understand. Any other thoughts.

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Dec22/88 00:36

29:3) Chris Wise: Bob...I'm not sure what you're asking us to do. Choose between examples? Offer suggestions about the form? I like Example One because of its use of operational definitions that I think I understand. But, let me point out some risks. Some people take a very reductionist view of "expertise", especially hard scientists and engineers. Thus, if your list of items does not include the item that he thinks he has an "application" level of expertise at, he's never going to mention that he knows more about X than anyone else in the world and could make a major contribution to a study on Y (a subject that includes X as a subset). Your broad range helps encourage response by these individuals. I'm afraid they'd never show up in the second version. It may take a while for someone to fill out, but how else are we ever going to get to a talent bank? A person unwilling to fill out the questionnaire sure isn't going to take the time to learn CONFER, and then really work at a LEXSYS project. I worry a little bit about the population that you're sampling there. But that's really a separate issue. I'm not sure

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Dec22/88 09:02

29:4) Rich Pomager: Bob is looking for suggestions to improve the format above. We believe that the first format (of 9 rating areas) would not assist in capturing data. This is based on the belief that folks would be turned off in the appearance of the survey form. If it looks difficult it must be difficult, therefore I can't be bothered.

- - - - -

Dec22/88 20:03

29:5) Bob Bailey: Chris, Rich's response is right on target... A number of folks in the field have voiced concern that the current 9 categories are confusing and take too much time. We are looking for a simpler

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Dec22/88 20:09

29:6) Bob Bailey: Chris, Sorry I didn't finish the previous response...Something went crazy with the edit mode and I got cutoff. As I was saying, we are looking for a simpler way for respondents to read and take the survey. I've done some research with one of the faculty at the War college and she seems to agree that example 2 is a better approach. Thanks for your comments.  
Bob

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Dec22/88 20:17

29:7) Bill Mathews: Bob, I believe that example #2 is right on target. You give the respondent three defined categories plus two undefined midpoints. Individuals, therefore don't feel compelled by the definitions. My only concern is with the definition of novice. Perhaps entry level or awareness would be better.

Item 30 12:53 Dec28/88 57 lines 30 responses  
Randy Bookout Prime=1  
Army Focus

The Army is currently in the process of printing the first edition of "Army Focus." The purpose of "Army Focus" is to assist in telling the Army story and portraying the Army's vision of the future to the Total Army and to the American public. The publication contains 37 topics of current interest on military policies, the allocation of resources, and the Army's future. Effective 30 Dec '88 the "Army Focus" will be available in the automated Army Information Book (AIB) commonly called Redbook, as part of the full text retrieval data base on the DDN Gateway System, formerly the Operations Management Information System (OPTIMIS).

The 37 first issue topics, by category, are listed below:

1. Strategic Imperatives: The Army's Strategic Roles In National Security, Worldwide Mobility, Arms Control, Burdensharing.
2. Quality People For Today's And Tomorrow's Army: Recruiting A Quality Force, Retaining A Quality Force, Family Support, Medical Support.
3. Training And Readiness For Deterrence And Defense: Training-The Cornerstone Of Readiness, Support For Army Reserve And National Guard Training, Overseas Deployment Training, Army Reserve And National Guard Readiness.
4. Force Structure And Modernization For Worldwide Commitments: Force Structure, Special Operations Forces, Officer Force Reductions, Full Time Army Reserve And National Guard Support, High Technology In The Army, Equipping The Force, Armor-Antiarmor Requirements, Forward Area Air Defense System, Close Air Support, Army Aviation Modernization, Army Tactical Command And Control System, Deep Operations Systems, Nuclear Follow-On To Lance, Artillery-Fired Atomic Projectile Modernization, Chemical Demilitarization.
5. Leader Development For Soldiers And Civilians: Joint Professional Military Education, Title IV DOD Reorganization Act Of 1986, Civilian Personnel Development.
6. Supporting The Force To Accomplish Its Strategic Roles: Military Construction, Central Supply And Transportation, Depot Maintenance, Ammunition Plants, War Reserves, Logistics Automation Productivity.

The next issue of "Army Focus" is scheduled for Spring '89. To ensure the most important topics are included, request that you provide the following input:

What are the 5 most important topics in the first edition?

If you had the opportunity to introduce 5 new topics in the Spring edition, what would you propose and why?

Are there any topics in the first issue that you would delete? Why?

Related items: 39

30 responses

Dec28/88 14:17

30:1) Vern Humphrey: I would pick:

1. The strategic role of the Army -- and "cross index" it to other articles: "If you'll recall, in the article on the Strategic Role of the Army, we said 'XXXXXXXXXX', and THAT's why these armor plated widgets are so important."

2. Training the cornerstone of readiness -- emphasizing that training is the carrier wave for doctrine, and the "glue" that binds equipment and organizations into an effective force.

3. Force structure -- emphasizing the tradeoffs: "As you can see, we have pared our forces to the bone to save funds." I'd definitely relate this to the strategic role.

4. Equipping the force. Ensure that the "procurement" process is laid out simply and clearly.

5. Leadership development or reserve component roles would be my last choice among the "top five."

I'd like to see an article on how the components of force structure fit together -- in effect, a sort of umbrella piece for my choices 1, 2, 3, and

4. It would be something like "How doctrine, training, organizations and equipment are synchronized with the strategic role of the Army."

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Dec28/88 19:42

30:2) Richard M. Lukens: I would like to see the publication. I have not found it here in Korea.

- - - - -

Dec29/88 02:03

30:3) Jack Maher: IF YOU FOLKS AIN'T CHECKED WHAT IT TAKES TO MOVE EIGHT DIVISIONS SOME- WHERE DON'T DENEGRATE THE ISSUE OF TRAINING THE RESERVE COMPONENTS. WITHOUT THOSE SUPER SOLDIERS WE CAN'T GET THERE FROM HERE!

- - - - -

Dec29/88 15:29

30:4) John Lesko: How about telling us more about OPTIMUS etc. and on how we can review the ARMY FOCUS first?

- - - - -

Jan10/89 17:04

30:5) Randall Bookout: To gain access to the AIB To gain access to the Automated Army Information Book Data Base you must have a DDN Gateway system account (user name and password). For more info on the Data Base contact Cpt Cedars (ASNS-OP-M-A) at AV 225-1375. For additional information on obtaining a user name and password contact the DDN Gateway Office at AV 225-5772.

- - - - -

Jan11/89 08:37

30:6) John Lesko: Thanks...JL

- - - - -

Jan13/89 22:44

30:7) Randall Bookout: Here's what we're thinking about doing with the next issue of Army Focus. COMBINING topics; Support for USAR/NG training, Overseas Deployment Training, USAG/NG Readiness, and Full Time USAG/NG Support. ELIMINATING;Special Operations Forces. ELIMINATING;Close Air Support ELIMINATING;Central Supply and Transport COMBINING; Ammunition Plants and Preferred Munitions ELIMINATING;Logistics Automation ELIMINATING; Officer Force Reductions We recommended topics for elimination because we believed the story has been told and there wasn't anything new of substance to say. We would combine those topics as an "economy" move. ANY COMMENTS ON THESE RECOMMENDATIONS?

- - - - -

Jan17/89 09:32

30:8) John Lesko: After looking at the on-line version of the Redbook, I'd recommend an expansion of the R&D stuff....Update the 'Speaking with one voice ref: advanced materials" .... It's sad but true, the budget cuts and the recent base closure/realignment business will seriously & negatively impact on related technologies.

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Jan17/89 21:27

30:9) Jack Maher: I AGREE WITH JOHN IN 30:8. I ALSO RECOMMEND MORE EMPHASIS ON THE ROLE THE RESERVE COMPONENT PLAYS IN THE TOTAL FORCE STRUCTURE. AS A PREVIOUS SPEAKER HERE AT THE WAR COLLEGE POINTED OUT--THE NAVY TALKS ABOUT CARRIERS, THE AIR FORCE TALKS ABOUT STEALTH BOMBERS AND FIGHTERS, THE MARINES TALK ABOUT PROUD HISTORY AND A FEW GOOD MEN, AND THE ARMY TALKS ABOUT TANKS. AIN'T NO SEX IN TANKS. SUGGEST EACH ISSUE OF ARMY FOCUS HAVE A FOCUS ON A DIFFERENT ASPECT OF THE ARMY. ONE COULD FOCUS ON R&D, ONE ON RESERVE COMPONENTS, EVEN ONE ON TANKS AND BFV'S ETC. THE FIRST ISSUE WAS LIKE A COLLAGE. PERHAPS EACH OF THE BIMONTHLY OR QUARTERLY ISSUES SHOULD FOLLOW UP AND GO INTO MORE DEPTH ON EACH OF THE MAJOR CATEGORIES PRESENTED IN THE FIRST ISSUE.

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Jan18/89 07:36

30:10) Rich Pomager: Randy, I like your approach and the comments above. It seems to me that we do not properly articulate our strategy or needs. Seems to me that there should be a logical progression through the quarterly publications. You plant the seed and then develop the tree (logic) to support the need. Jack has a great point about R & D, and I would think that this issues is exactly the type that requires a progression in explaining and reinforcing our position. Nothing in wrong in bringing out the problem in a given area and then project the fix. Of course we need to emphasize that we are constantly looking to the most cost effective and efficient method of solving the problem. At the same time noting fixes in/improvements in the way we do business is another point requiring emphasis. If we have built a new item and then enhanced it's capability through improved proficiency in training or doctrine changes, we need to say so. We are not just telling a story, we need to be selling the great aspects of the Army.

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Jan19/89 02:41

30:11) Richard M. Lukens: I just received my copy today. Thank you. At first glance, I think it should focus on a more narrow range of subjects. The topics presented were too brief to be of any value to us. Also, the subject of burdensharing could be extensively expanded. Doing so would increase its value to this command. Things like What is burdensharing, what is the Army's goal in negotiating burdensharing agreements what is the Army definition of burdensharing and what is included under this umbrella? The name Army Focus is a misnomer. This Publication is too general, brief, and vague. Is this its intention?

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Jan23/89 19:33

30:12) Bill Mathews: We just completed a limited sampling of comments and opinions from current Army War College students concerning the November 1988 issue of "Army Focus" with the following results:

a. Are the 37 issues adequate to tell the Army story? YES-87%; NO-13%. COMMENTS: Display and relate the four pillars of defense. Increase emphasis on the Army's strategic role.

b. Should any issues be added? YES-16%; NO-84%. COMMENTS: Add industrial base preparedness. Add DODSS system and support. Retain flexibility for changes in future publications.

c. Should any changes be made in the format? YES-19%; NO-81%. COMMENTS: Add pictures and graphics. Provide more "public appeal" in the introduction. Have the document reviewed for public appeal.

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Jan24/89 08:08

30:13) Randall Bookout: Great! This is exactly the kind of information we can use to make "Army Focus" a better publication. Need help in determining what it is that will make the introduction more appealing to the public. Make it more specific to how it can relate to the public? Sell the Army?

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Jan24/89 08:39

30:14) John Lesko: REF: item 30:12-13 : When you speak of making the ARMY FOCUS more appealing to the public, are you including the CONGRESS? Suggest you look at items on ARMY:FORUMNET entitled "The Army's Clouded Future" a few of the discussion responses there may be of help in 'selling the Army' and in looking at the strategic importance of our Army. Seems to me the Navy and Air Force have a much larger public support base/political constituency. Do they publish an "Air Force Focus" or "Navy News"? If yes, then how does our document stand up aside theirs?

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Jan25/89 07:20

30:15) Rich Pomager: Good point on looking into how the other services do business. I know that they have an effective lobby on the hill. I thought FOCUS was to reach out to the public and not the Congress per say. I am not sure the document can do both effectively at the same time. The different audiences have different needs

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Jan25/89 08:16

30:16) Vern Humphrey: Good point, Rich -- but are we missing something? We need a total strategy, one that addresses the entire national power structure, if we are to accomplish anything. In other words, we need a way of reaching the public AND a synchronized counterpart method of reaching Congress, so that both the voters and the decision makers are in accord.

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Jan25/89 08:31

30:17) John Lesko: Speaking as a naive 'babe in the woods'.....I thought Congress represented the public (or at least that public which counts; ie. those who vote and organize their clout to direct and redirect national resources) and that the Army's problems are not only image at the recruiting centers (this week's Army Times reports that the Army has had to increase the number of CAT IVs it's enlisting) but a lack of a 'lobby or political constituency'.

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Jan25/89 14:54

30:18) Vern Humphrey: True, John. But hopefully, a congressman on the Armed Services Committee is more knowledgeable (and more interested) in military matters than the man in the street. We need something that garners support at the grass roots level, and then defend and amplify that same idea with a greater level of detail and sophistication at the congress level.

Did anybody see "A Very British Coup" on PBS? There is a scene where a general is presenting justification for the military system in broad terms -- but being shot down on the details. We don't want that to happen to us.

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Jan25/89 22:11

30:19) Jack Maher: BASED ON THE AUDIENCES THINK WE NEED TWO DIFFERENT EDITIONS OF FOCUS. ONE SHOULD TRY TO EXPLAIN TO THE POPULATION THE THINGS WE DO TO KEEP THEM SAFE IN THEIR LIFESTYLE WITHOUT GOING INTO DETAIL THAT THEY WOULDN'T UNDERSTAND OR CARE ABOUT. THAT DOCUMENT NEEDS TO KEY ON BUZZ WORDS. THE SECOND VERSION OF FOCUS NEEDS TO BE ORIENTED ON CONGRESS AND IT NEEDS TO EXPLAIN IN GREAT DETAIL WHAT THE EACHES OF THOSE BUZZ WORDS AND WHAT SPECIFIC BUDGET PROGRAMS SUPPORT THEM. IF WE COULD EVER GET THE ARMY, THE PEOPLE AND THE CONGRESS USING THE SAME BUZZ WORDS WITH THE SAME UNDERSTANDING OF THEM WE WOULD HAVE ACCOMPLISHED A FIRST!

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Jan26/89 07:08

30:20) Rich Pomager: Agree JACk, but that is as difficult as making snow in H\_\_\_\_. Your point of directing documents to the right audience is the best way to solve the problem. There are plenty of documents that go to congress which provides the information they think they need to make decisions. However, the driving force is other than National Strategy/Defense. They are concerned with a multitude of problems - debt, unemployment, health care, technology lag, homeless, drugs, etc - that strike closer to the interests of the people they represent. While I frequently do not agree with the solutions they seek, I cannot fault them in their concept of a total view. Our view, in comparission is myoptic. So can we draw the conclusion that our approach must be balanced and fit properly into the total scheme of National Survival.

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Jan26/89 09:45

30:21) Vern Humphrey: That sums it up very well. It also points out that the different audiences have different needs and motivations. The man in the street may not care about closing a particular base (unless he lives nearby) -- but congressmen care passionately, to the extent that congress becomes the congressman's constituency in this matter.

What we must do is show the total system -- how the national defense in general (and the Army in particular) fits into the total picture that congress sees. How do FMS help the balance of payments? What role do enlistments play in reducing unemployment?

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Jan26/89 22:46

30:22) Jack Maher: DURING THE EARLY 70'S WHEN I WAS ON MY 2'ND TOUR IN NAM MY OLDEST SON WAS ATTENDING KINDERGARDEN IN MY HOME TOWN OF 15,000. THE ANTI WAR SENTIMENT WAS THERE TOO. MY SON'S CLASSMATES, BASED ON THE STUFF THEY HEARD FROM THEIR PARENTS, COULD NOT UNDERSTAND OR CONDONE WHAT HIS FATHER WAS DOING IN NAM. MY SON TOLD THEM VERY EXPLICITLY THAT IF I AND OTHERS LIKE ME WERE NOT IN VIETNAM "THEY WOULD NOT BE ABLE BE ABLE TO PLAY IN THEIR BACK YARD". THE MESSAGE MY SON SENT TO HIS CONTEMPORARIES HAS NOT AGED WITH TIME! THIS NATION, THE PEOPLE WE DO THIS FOR, NEED TO UNDER- STAND JUST WHAT THIS ARMY IS ALL ABOUT AND REALIZE THAT FREEDOM HAS

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Jan26/89 23:11

30:23) Jack Maher: WHEN MY OLDEST SON WAS IN KINDERGARDEN IN MY HOME TOWN AND I WAS ON MY SECOND TOUR IN VIETNAM HE TOOK A RATION OF SH\_T FROM HIS CLASSMATES. HIS CLASSMATES WERE ECHOING THE SENTIMENTS OF THEIR PARENTS. HIS RESPONSE TO THEM WAS "IF MY DADDY WASN'T IN VIETNAM YOU WOULDN'T BE ABLE TO PLAY IN YOUR BACK YARD". THE ONLY REASON THE POPULATION OF THIS COUNTRY HAS THE LUXURY OF WORRING ABOUT THE HOMELESS IS THAT THEY CAN SAFELY PLAY IN THEIR BACKYARD. THIS IS THE MESSAGE WE, THE ARMY, NEED TO TRANSMIT. F-16'S AND AIRCRAFT CARRIERS ARE SEXY--TANKS AIN'T. FOCUS NEEDS TO MAKE THE POPULATION AND THE CONGRESS OF THIS NATION UNDERSTAND THAT TANKS, ETC. MAY NOT BE SEXY BUT ARE THE REASON WHY THEY CAN PLAY IN THEIR BACK YARDS. THAT IS THE CHALLENGE OF FOCUS AND THE CHALLENGE OF ALL OF US WHO WEAR THE GREEN OR WORK FOR THE GREEN. IN THE LARGER SENSE, THAT IS WHAT THOSE OF US WHO BELIEVE IN PURPLE (JOINT) NEED TO COMMUNICATE BOTH TO THE CITIZENS OF THIS NATION AND TO THEIR REPRESENTATIVES IN CONGRESS.

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Jan27/89 07:15

30:24) Vern Humphrey: Good sentiment, Jack -- but you're preaching to the choir. I understand the relationship between, say, Nicaragua and US freedom and security. But when the president made that comment about it being a short drive from Managua to Texas, some people jeered. There is a long time link between cause and effect in these cases -- Cuba went communist about 30 years ago, and many people are able to believe that there has been no effect at all on US security.

We have to talk to the congress and people in terms of their orientation, not in terms of ours -- or not solely in terms of our orientation.

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Jan27/89 14:16

30:25) Rich Pomager: I believe you are on track Vern.

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Feb01/89 13:27

30:26) Rich Pomager: Randy, how about a new thought. Gen Turman lectured here today and as I listened to his pitch, I kept thinking that there ought to be a better way to express ourselves about the Army's Mission and the way we plan to defend this nationand our allies. He is very effective in presenting information to the audience.

My thought was why can't we merge the Focus Mission in some way into our recruiting advertisements. Join the Army and fly the LHX. The LHX is under development now and will enter the inventory in the 1990's. Your experience and ideas will help develop and test this revolutionary fighting machine. OR The Army defends freedom in Korea working hand in hand with allies from \_\_\_\_\_, \_\_\_\_\_, \_\_\_\_\_ and \_\_\_\_\_. This is the type assignment which tests the true mettle of an individual. You could be on the front line of democracy.

Well, my examples may not be so hot, but many of the subjects in the Focus Magazine could be covered in the advertisement. We reach out to many more people this way - the public at large - and they get the information we need them to understand through the medium they use. Not to many people will sit down to read this unless they are at the Barber shop and the magazine is there. Also, we are attacking the problem in short 30 to 60 second blocks which is consistent with the interest level and attention span of a lot of TV viewers.

I would suggest that you need some professional folks developing this

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Feb01/89 13:27

30:27) Rich Pomager: TV run. I do not believe the normal ATCO in the building or his reports will meet the challenge.

If you think there is some merit to this then get back to me and we can brain storm the idea.

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Feb01/89 15:41

30:28) Vern Humphrey: Not bad! There's a LOT of potential there. Who's got the PR background on this net? Come on line and tell us how we can implement this idea.

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Feb08/89 15:38

30:29) Glenda Nogami: One of the problems with the Army Focus seems to be the lack of anything concrete in terms of payoff or utility. For example, the average non-Army reader will not know how a shortfall of 20,000 FTS spaces will hamper readiness. If the audience is non-Army, some way will have to be found to indicate why it is in the reader's interest to support the Army's position. One of the ways is to make it sexy, but another, possibly more effective way is to tell

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Feb10/89 17:29

30:30) Rich Pomager: Good point. I guess us green suiters are too close to the forest to see the trees.

Item 31 13:50 Dec31/88 31 lines No responses  
Bill Mathews Prime=2  
LEXSYS TEAM MEETINGS, OCT-DEC '88, SUMMARIZED

The complete text of our LEXSYS study group team meetings was entered on this net after each meeting as Items # 2,4,6,7,9 and 14. These items will now be retired and be replaced by this summarization of team meetings to date:

a. 13 Oct 88-Individual positions of responsibility were established and work group objectives and tasks were identified. The Table of Contents at Item # 11 now captures this information.

b. 21 Oct 88-The LEXSYS net became operational 22 Oct 88. The Base-line Assessment Survey for AWC '89 was established and placed in student mail boxes. CINC issues were determined to be prime consideration for subnets.

c. 28 Oct 88-The major focus of the study group was determined to be building and maintaining a data base of experts and training requirements. Cost data analysis requirements were discussed and later developed for our prototype issues.

d. 04 Nov 88-O'CONUS connectivity issue was discussed and placed on the net for participant discussion and possible resolution. Dialogue was established with TAPA concerning use of their data base to identify "experts" for use in resolving issues on prototype subnets.

e. 10 Nov 88-The concept and information briefing for the Commandant, AWC was finalized. LEXSYS index of items was established. Item #425 was placed on ForumNet to discuss resolution of teleconferencing training applications. Baseline Assessment Surveys from AWC '89 to be received by 14 Nov 88.

f. 18 Nov 88-Commandant, UAWC, briefed on the scope and intent of the study groups' effort. The briefing was well received.

g. 22 Nov 88-The team met with LTC Ed Feige and LTC Jim Cary from the project. Major topics of discussion included prototype issues, comm software, cost analysis and the expert data base.

h. 16 Dec 88-Progress on building the expert data base was discussed. 5 potential issues have been identified for further research and refinement for consideration as prototype issues. Suspense dates for draft submission of the MSP project in '89 were discussed and established.

Item 32 10:22 Jan09/89 20 lines No responses

John Lesko

"Manning our systems" vs. "Equipping our men" --- Is it time for a change?

[The Futurist] "Childless Families" 'A majority of the 65.1 million US families have no children under the age of 18 living at home, according to the US Census Bureau. There are now more families without children at home (33.2 million) than families with children (31.9 million). The reverse was true in 1980. The survey shows an average of 2.64 persons per household and 3.17 persons per family --- the lowest ever.'

How will this trend affect future force structure? Should we now rely on systems which deliver more combat power per soldier than say the manpower intensive infantry squad equipped with rifle, MGs, and hand held AT and AD weapons? Do we need to reduce the size of a 'tank' crew so as to improve not only its underarmor volume but also its chances of being fully manned?

It seems both the Air Force and the Navy have opted to 'man their systems' rather than 'equip their men'. This planning strategy has put them in a unique position --- they are smaller forces yet have much larger discretionary RDT&E and procurement budgets, they share public images of being high tech, and in the short run they may be buffered from what seems to be an upcoming manpower reduction effort. How can the Army position itself to best do what we need to do in its future man-machine planning?

Item 33 20:50 Jan10/89 20 lines 1 response  
Jack Maher Prime=8  
ITEM 8 SUMMARY

This represents a summary of the 44 responses to Item 8 "COST DATA FOR LEXSYS PROTOTYPE ISSUES".

When LEXSYS becomes fully operational it is projected that whatever command sponsors an issue as issue facilitator will be billed the cost of running the issue on LEXSYS. that cost will represent the cost incurred by each "expert" that participates on that particular issue subnet plus the overall cost of establishing the subnet. As part of the LEXSYS-89 Military Studies Project we will track the actual costs incurred on each issue sub-net and compare those costs with the alternative cost of participant TDY to a meeting or conference. The alternative or TDY costs will include the tangibles such as travel and per diem. It will consider the intangibles such as time involved in preparing for the TDY trip, the actual time spent traveling, the separation impact on the "expert's" duty position and family, and the timeliness of teleconferencing vice TDY.

The intent of this effort is to determine the most cost effective method of problem solving between the options of computer teleconferencing and temporary duty.

1 response  
Jan13/89 12:03  
33:1) Rich Pomager: Jack, good summary.

Suggest you insure that the preparation time to go TDY is personal preparation and admin for getting tickets vice, preparation to attend the conference and interact. Granted that there is a difference in preparing to conference on a computer and attending a live conference. But many of the functions involved in preparation may be the same i.e., researching, preparing positions, collecting data, analysis of alternatives, etc. The main difference is that computer teleconferencing provides for informal presentation of the argument. A live conference requires slides, or reports, etc.

My point is not to leave a hole in our logical presentation of the cost savings.

Suggest that in presenting the idea of pay as you conferencing, you want to stress that the costs are nominal in comparison to other techniques available.

Item 34 21:13 Jan19/89 11 lines 7 responses  
Jack Maher Prime=1  
WHAT'S HAPPENING IN LEXSYS NOW (JAN 89)?

IF SOME OF YOU OLD TIMERS ON THE NET ARE WONDERING WHY THINGS HAVE SLOWED DOWN SOME ON THE LEXSYS NET IT IS BECAUSE WE ARE TRYING TO FINISH THE FIRST DRAFT OF OUR WRITING ON THE MILITARY STUDIES PROJECT AND GET A COUPLE SUBNETS UP TO DISCUSS ATTACK HELICOPTER/CROSS FLOT/DEEP ATTACK STUFF AND CONSIDERATIONS DOD, JCS AND THE CINC's SHOULD EVALUATE AS THEY FORMULATE NATIONAL AND REGIONAL LIC STRATEGY. WE ARE STILL HERE AND WORKING. SOON WE HOPE TO TAKE ITEM 30 TO A SUBNET AND DO A VOTING OR DELPHI EXERCISE WITH IT. PLEASE CONSIDER THIS AN EFFORT TO TRY TO KEEP YOU INFORMED. ANY OF YOU FOLKS HAVE EXPERTISE IN THE TWO AREAS MENTIONED ABOVE LET US KNOW!

7 responses

Jan19/89 22:26

34:1) Jim Cary: I was a Snake driver and IP for a number of years at Cobra Hall down at Hunter AAF. Spent an a lot of time talking and thinking about attack helicopters.

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Jan20/89 10:20

34:2) Vern Humphrey: I'll offer myself for LIC -- we're now doing a Collective Front End Analysis of the Special Forces battalion, and the Civil Affairs field in toto -- in addition to experience as a battalion advisor and infantry company commander in two tours in Vietnam.

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Jan20/89 16:19

34:3) Bob Bailey: Jim,

I'll ask mike graves to log you on the Deep Attack subnet. To join simply type in at the next DO NEXT prompt, j  
army:atk.hel.opns

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Jan21/89 16:19

34:4) Jack Maher: VERN, WHEN I GET THE LIC SUBNET OPEN I'LL LET YOU KNOW HOW TO GET IN. THANKS FOR VOLUNTEERING YOUR EXPERTISE!

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Jan22/89 19:10

34:5) Michael Kanner: Before starting the LIC subnet, you might want to review the records of the old LICNET, that Leavenworth had. It was used by an interservice study group working on LIC for the JCS.

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Jan22/89 21:02

34:6) Jack Maher: MIKE. THANKS!

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Feb02/89 20:44

34:7) Jim Smith: Had 4 years of Combat Developments working with UH-1 Mod ROC, UH-60 MN, and Aerial Mine Dispensing Systems. Worked on several scenarios of utility helicopters as carriers of BNs and BDEs in Cross FLOT raids and attacks. Concept was that UHs would carry troops and mine dispensing systems, and AHs would fly in support of opn. Whole opn was conducted as a coord ground (mech) and aerial assault.

What you need or want?

Item 35 14:14 Jan23/89 65 lines 4 responses  
Greg Boyer Prime=19  
SUMMARY FOR ITEM 19

#### ITEM 19 SUMMARY

This is a summary of Item 19 titled "IS LEXSYS PURPLE?".

The item was entered on 8 Dec 89 with 21 responses as of 20 January 89. The banner stated " Another part of our table of contents...Our job is to explore the applicability of this expert system to jointness. Certainly one of our prototypes will strive for joint interaction...How can or how does asynchronous, adjunct staff work, work in our purple world? Forget about the inherent problems of secure communications (unless you are just plain stubborn). Well you were stubborn and you mentioned that very few Joint staff actions can be worked in the purely unclassified mode. Some mentioned using personal computers with the STU II or STU III. Others reminded us of the requirements of AR 380-380 in that our personal computers must be in a stand alone mode and process unclassified data only. The implications are that our joint staffers will need to use special purpose circuitry and nets to work LEXSYS like interaction. Some of you recommended that WMMCCS be modified to allow such interaction.

We began our discussion with a reminder by Vern Humphrey that for all of our committment to the LEXSYS program, we have no corporate agreement at the joint level. He reminds us that "we seem to be able to talk as members of a team, not as representatives of our respective services or companies" Many of us agreed and relayed our personal experiences. Some of us listed appropriate areas whereby the joint staffer could use the expert system:

- a. Integration of Army and Marine logistical support procedures
- b. Rear battle
- c. CAS with Army, Air Force, Navy and Marine air
- d. DOS/DOD cooperation

Most agreed that we could solve the technical aspects of classified LEXSYS; some of us think that effort might be wasted energy. We probably all agree that our senior leaders at the joint level need to articulate the support for such an effort. With that maybe comes the resources? The problems with the basic acceptance of adjunctive staff work are not new. Seems like our discussion of "Promoting LEXSYS"--see item 18--is at issue in our "purple" world.....COMMENT.....

4 responses

Jan23/89 14:26

35:1) Greg Boyer: Just read my item...sorry about the double space but we got problems here at the AWC...probably need to download this one to make any sense of it..Bob Bailey, if this thing drives all of you crazy maybe you can upload a copy of it on Item 36...your call

(note: Double spaces edited out during download of this volume.)

Jan24/89 07:55

35:2) Bob Bailey: no problem

Feb02/89 21:03

35:3) Jim Smith: I'm using a Z184 and my screen seems to blank out randomly, and seem to be missing parts of messages. Therefore I apologize if I seem to be quoting out of context. I caught the initial comment about not being able to do classified processing on PCs and subsequent transmittal of the same data thru the STU phones. The rules that we are working with at 6A requires that the local commander/director perform a threat assessment and sign it. After that has been accomplished, PCs are cleared for classified processing, up to the secret level. I've been pushing the switch to PCs and STUs to replace classified FAXs for the last year and have encountered not obstacles other than user acceptance.

Feb03/89 15:40

35:4) Greg Boyer: Thx for your comments...this summary comes from item 19 in which some of the classified processing requirements of the joint staff are discussed, We can solve the terminal-terminal secure problem...the problem is the current host computer at Wayne State, your Z184 at home, all of our diskettes and cartridges .....oh, heck the whole gamut of accreditation/validation of secure processing systems....this problem ain't unique for "purple" issues but it is particularly distressing in the joint arena.

Item 36 15:05 Feb02/89 62 lines 8 responses  
Greg Boyer Prime=18  
SUMMARY FOR ITEM 18-PROMOTION OF LEXSYS

#### SUMMARY ITEM 18

#### LEXSYS PROMOTION

#### PART IV.

Is LEXSYS an idea before its time or do we have a problem "selling the product?" Early this year our discussions revolved around the need to put a useful product on the street and then ride the fame and publicity. Some of our bolder members even reminded us about the "chicken and the egg" but we all agree that useful products for some key players is the key. The word gets out based on "products" instead of "promises".

Let's first look at some ideas how we can advertize LEXSYS and its utility. They are:

- a. Results of teleconferencing survey by John Lesko.
- b. Solve a "real" issue for a senior leader.
- c. Provide LEXSYS briefing slides to all members and let them sell the idea and product.
- d. Provide some kind of reward to the participants and let the senior leader know their impacts.
- e. Create an electronic panel for the USAWC National Strategy Seminar and sell teleconferencing and LEXSYS.
- f. Talk at senior leadership seminars.
- g. Present LEXSYS at the G3 conference in Fort Leavenworth.
- h. Publish/advertise in General Officer publications.
- i. Insert the idea on the common user bulletin boards and capture the "hearts and minds" of the Corps of Cadets and other members of the academies.

j. Publish an update letter or newsletter.

k. Introduce LEXSYS and FORUMNET in the Senior Service Schools by providing PCs, software, modems, passwords and free access to FORUM.

l. Do the same as above but add to that an invitation to a common user bulletin board and enhance the "coach-pupil" aspect of LEXSYS.

8 responses

Feb02/89 15:15

36:1) Greg Boyer: Comments please.....look for meat from this outline in the initial draft

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Feb07/89 15:49

36:2) Rich Pomager: Greg, we have a problem using the term "sell." Somehow the feeling of used car salesman comes to mind. We are in the process of promoting a concept, not selling a product. There is a problem in passing out user ID's to people saying keep

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Feb07/89 15:55

36:3) Rich Pomager: in touch we may need you. I would love to give out hardware, but doubt that many would use it. Look at the dust PC's sitting in some offices now.

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Feb07/89 17:37

36:4) John Lesko: So what we need is not salemanship but leadership...eh?...The concept is the product....It's a 'vision' of what's possible today and will be even better tomorrow.

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Feb07/89 22:30

36:5) Tom Norton: I ha

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Feb08/89 08:58

36:6) Greg Boyer: Rich, no disagreement on dusty hardq....hardware...however as John alludes, our vision of tomorrow might just be a little different(different that is) I admit that that item on hardware issue was my creative addition just to wake us up and see if we've missed anything as we wrap up our discussion of promotion. Some day we may all enter FORUM like you did ...from a laptop from the hotel or BOQ. Heck, everybody's doing it now, sending messages back and forth to the office; scheduling meetings over the AIRPHONE; capturing briefing slides for tomorrow's strategy decision brief et al. Many of our senior executives walk by their secretaries, as they manipulate E-mail traffic walk back to their office and say, to themselves,

"Boy ain't she smart. Great to have her/him on board"....shew better stop ....sorry fat fingers off to another bad start...whew, better stop for a breather!!

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Feb08/89 09:02

36:7) Greg Boyer: Forgot to agree on your comments on "sell"....any other comments on leadership vs. selling?

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Feb08/89 10:46

36:8) Vern Humphrey: Leadership is in a measure a selling business -- that is, leaders must convince their followers of the appropriateness of their decisions, and must be able to sell their ideas to other leaders. That's one reason why so many leaders are good "communicators" -- or salesmen.

We need leaders who can sell -- but they have to sell honestly. I think our problem is inherent in some of our basic assumptions that underpin our system. We have too many conflicting values -- and we sell them by pretending that they DON'T conflict. That's the first lie we tell -- and from then on, the system multiplies and proliferates other lies to protect the original lie.

Item 37 16:31 Feb19/89 20 lines 20 responses  
Rich Pomager  
Hardware Availability

There appears to be a basic problem in the teleconferencing concept and that is the availability of telecommunications hardware to support the effort. During a recent trip to Ft Leavenworth, I was placed on a Z-248 that was connected to a 300 baud modem. This was the only machine available for Forum or other applications. I found the system difficult to use. The system is supported by MERIT in Kansas City. I was interrupted at least once everytime I logged on to the system. I suspect that the telephone lines on base were the problem.

The difficulty is that we expect the LEXSYS concept to be support by the proliferation of computer equipment within the Army. Yet, at a senior level Army school, only one modem was available. We are experiencing similar problems with the National Defense University, Fort Rucker, and some of the other locations that our experts are trying to work the issues.

The question is how big is the problem and how can we best solve it. No sense trying to establish LEXSYS if the hardware requirements can not be met in the field.

What are your comments as to the size of the problem? What ideas do you have to offer?

20 responses  
Feb19/89 22:27

37:1) Mike Graves: I totally agree that the lack of hardware out there limits the utility of LEXSYS. Some Army facilities have an abundance of equipment, especially at Div and Corps. Before I left my last unit, we had approximately 4 computers and at least one MODEM per BN. I am not really sure why places like Ft LVN do not have sufficient equipment. They probably have the budget to acquire the hardware. A few years ago, I saw major facilities in AMC that were computer rich with regard to crunching data and big numbers in support of their mission, but did not have any PC's at the office/technician level. I think the major problem is that the command/unit/whatever often does not adequately assess their computer needs. Secondly, they may not be articulating their requirement to the DOIM. The MODEM problems at LVN should not happen, especially at 300 Baud. That is a problem that can be corrected. I know some folks at CACDA C3I had hardware at one time because we communicated in the past. Again, I agree that the LEXSYS concept won't work until we have sufficient hardware to service the right people. My only caveat is that we probably have sufficient equipment out there, but it isn't with the right people.

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Feb20/89 12:08

37:2) Bill Mathews: In my recent experience the LEXSYS system has been effective when the prospective participants are currently functioning on Army ForumNet. They are conversant with teleconferencing and have the required equipment. There is significant difficulty, however, acquiring participation when the prospective user is not on ForumNet. Unfortunately, technical problems quickly dampen enthusiasm and initiative usually resulting in the loss of a prospective "expert".

- - - - -  
Feb20/89 12:10

37:3) Michael Kanner: The lack of modems may be a local problem. A problem I have had on a number of posts is the tendency of most post operators to break into off post lines after 15 minutes. The solution that worked for the Div Chaplain and I ( we share a modem) is to dedicate one line to our modem. This has kept the operators off. I suspect that most of the hardware problems could be solved locally by addressing the problem to the right people.

- - - - -  
Feb21/89 07:04

37:4) Rich Pomager: Bill and Mike. You are right about dampening enthusiasm when the hardware adds to the communication problem. Your comment Mike about sharing a dedicated line is a good fix. We shall capture that in the report. Any other ideas out there.

- - - - -  
Feb21/89 08:14

37:5) Rich Cruz: Rich, one thing that I experienced in Europe was that if hardware was not host nation approved, one couldn't use it. The Zenith lap tops that were issued to us had a built-in modem. However, we were forbidden from using this modem. When I left Europe last summer, this issue was not resolved. A follow on to this is that if a modem is approved for West Germany, it may not be approved for Belgium or Italy, and vice-versa. This greatly hampers OCONUS users from Europe.

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Feb21/89 08:53

37:6) Jim Cary: The LEXSYS manager must be able to assist in acquiring commo gear for participant's machines, if LEXSYS is to be fully realized. I now have the LEXSYS software that integrates both commo and word processing into a user-friendly package. I need volunteers to try it out and critique it.

- - - - -  
Feb21/89 19:41

37:7) Jack Maher: Jim, sign up the LEXSYS team as volunteers-- we could use 6 copies.

Feb22/89 06:02

37:8) Jim Cary: You got it but I need to understand each users machine so I can customize the software for each machine.

Feb22/89 12:06

37:9) Rich Cruz: Jim, Ref: LEXSYS software, I'm a member of the LEXSYS Team and would like a copy of the software. I've got an IBM PC. Thanks.

Feb22/89 12:59

37:10) Phil Schneider: Strongly agree with Mike Graves last lin(30:1)...the equipment is out there and not in the right hands! And there's so much of it as well ...and frequently it not being used to its potential (like modems that cannot be connected per local DOIM restriction). The "delivery" of some useful products for key leaders will turn the "priorities" around ...so the available equipment then gets into the right hands

Feb22/89 21:40

37:11) Richard M. Lukens: Sometimes I think the DOIM system was designed to keep the Army in the 18th century. I didn't know that Korea was so far ahead of the rest of the Army in automation. There is a heavy emphasis placed on improving productivity here. One of the ways we are doing this is to automate. As a result, we have a number of PC's and/or Macs within the command. We have no restrictions on using modems on any phone line here. The system is set to U.S. configuration standards. The problem comes when DDN is used. Response time here is extremely slow.

Feb22/89 23:39

37:12) Michael Kanner: Jim Cary-- please send a copy of your software. I use either an AT&T 6300 (8086 chip) and a Tandy Modemfone 100 (300 Baud). If you need any further info, please call AV 357-5716.

Feb23/89 07:08

37:13) Rich Pomager: Sounds as if part of this problem rests in the DOIM Chain Of Command (tech channel). Any ideas on how we fix that? Jim, do you think you guys are in the right position to get a fix moving? How can we help?

We have already talked about the connectivity problem and are preparing comments for the final report that addresses that problem. We will work this with you before it is finalized.

Feb23/89 09:11

37:14) John Lesko: We have BN and BDE and DIV signal officer on staff who help those not familiar with commo gear to use it.....Why must the DOIM/ISC be allowed to function as it does? Couldn't they too be tasked to integrate into the commander's staff? RECOMMEND WE ELIMINATE OR HARNESS THIS STOVE PIPE SO AS TO MAKE IT MORE RESPONSIBLE AND RESPONSIVE.

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Feb23/89 13:34

37:15) Phil Schneider: REF previous two items...you've hit on key pieces of this issue: the creation of an IM staff (stove-piped and bigger than the old Communications Command) without future vision and team cooperative efforts has left us with a "staff" that commands the system! The ISC folks from top to bottom have been tasked, pushed, shoved and dragged around to make things work...their organizational structure and operating processes simply do not allow even those folks who want to an opportunity to "fix what's broke!"...and unfortunately, much of the work that needs to be done, is clouded by technical language and "just plain smoke" so even well-intentioned key leaders cannot "see the battlefield" much less "specific targets!"

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Feb23/89 16:47

37:16) John Lesko: I think we've now pointed out another benefit to LEXSYS....Using off the shelf technology (namely PCs, terminals, the telephone system, and CONFER) we --- here on this network ---have or are trying to demonstrate a service which senior leaders can (and do) use in their day to day decision making.

Organizationally speaking, the informal net has flattened the pyramid, share the information requirements/needs of others, and provided a release mechanism for the bureaucratic tension found in normal operations.

There's gotta be some value in this....Hasn't there?

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Feb24/89 15:16

37:17) Jim Fletcher: Jim Fletcher: Concur with John Lesko. Think LEXSYS has unlimited potential for future use and expansion. Problem of hardware still a problem though. Still have guys like me who don't own PC's. Many of the people who could greatly contribute to the conference do not have access to a computer or modem. Recommend Army adopt system similar to what many universities have. That is a central place where computers with printers and modems are located. It could be set up like a hobby shop, ie auto-crafts, woodworking, etc. An individual wanting to use the system would be required to be certified in the use of the equipment. A certification card would be issued and individuals would be required to sign-in to

use the facility. Penn State has such a facility located on the first floor of many of their student dorms. In fact, some students attend certain classes by using the computer. They get their assignments from the computer, do the required readings, then send in their assignments over the computer. Could something like would sign-in to the facility.

us  
concern

- - - - -  
Feb27/89 07:40

37:18) Vern Humphrey: So I'm not the only guy the computer runs away with.

- - - - -  
Mar01/89 12:50

37:19) Jim Fletcher: Vern, Must admit that problem is not computer but my headspace and timing. Thought I could edit my response. Biig mistake! ai certainly could use some software that was more "dummy proof." Fletch

- - - - -  
Mar01/89 15:34

37:20) Vern Humphrey: My problem was the %\$#@% hung up, and I hit ENTER about 400 times, along with some other keys in frustration. When it finally revived, WOW!

Item 38 12:12 Feb25/89 18 lines 1 response

John Lesko

The Dynamics of Computer-Based Teleconferencing

I've entered five item onto the Army:Forumnet which I'm sure those of you here on LEXSYS will want to look at, follow, contribute to, and hopefully use in concept papers....Simply stated, I've take the survey or interviewing guidelines from a book entitled THE LESSONS OF EXPERIENCE: HOW SUCCESSFUL EXECUTIVES DEVELOP ON THE JOB (Lexington Books: Lexington, MA, 1988)....Two of the three authors work for the Center for Creative Leadership of Greensboro, NC. That's LTG W Ulmer's organization and those of you familiar with that outfit will most likely enjoy the book....Now think of this for a minute.

We've talked about mentors, NCOs, rites of passage, the importance of schools, the levels of leadership, the need for AirLand Battle warriors, etc. What has the Army War College or CAL at CGSC done in the area of studying how we all learn from our day to day experiences? So look at items 461, 462, 463, 464, and 465 on Army:ForumNet and tell me here in LEXSYS if you think this is something that can and should be tackled as a group study effort using this here technology called teleconferencing. Thanks.

1 response

Feb25/89 12:26

38:1) John Lesko: Oh yeah, and if you at the AWC can watch how those on FORUM respond to these item, how those at CAL on EXCELNET discuss these developments, and then think of how a Living Expert System would work at allowing senior executives to 'learn from the experiences of experts in a talent bank'... Well, there may be some insight to be gained as your project comes to its concluding phase(s)....Maybe you can also catch a glimpse at how inter- and intra- network chatter and discussion can feed off each other.

Item 39 20:52 Feb28/89 32 lines No responses  
Bill Mathews Prime=30  
SUMMARIZATION OF ITEM #30, "ARMY FOCUS" PUBLICATION

"Army Focus" is a publication prepared by the Office of the Chief of Staff Department of the Army and distributed to the Total Army and to the American public. The purpose of the publication is to assist in telling the Army story and in portraying the Army's vision of the future. The publication contains 37 major subject areas designed to tell this Army story. The first issue was published in November 1988. Subsequently, Item #30 was opened on the LEXSYS net, from 28 Dec 88-28 Feb 89, to ascertain the value of this publication. Specifically, the Office of the Chief of Staff wanted to determine which topics were of importance, which should be deleted, and what topics should be added. Accordingly, 8 LEXSYS participants and 27 AWC '89 students provided substantiative asynchronous dialogue on the LEXSYS net with the following conclusions:

Subject areas to be retained:

Strategic role of the Army; Training, the cornerstone of readiness; Force structure; Equipping the force; Leadership and development.

Subject areas to be deleted:

Officer force reductions; Logistics automation; Closer air support; Central supply and transport.

Subject areas to be added:

Industrial base preparedness; DoDDS system and support; Reserve Components missions and support of the active force. Additionally, many participants identified a need to make the publication more appealing.

Suggestions provided:

Use a public relations firm to enhance market appeal; Merge the publication with the Army advertising mis; Articulate need for readers to understand and support Army positions; Develop a logical progression of subjects through succeeding publications; Introduce a subject in one publication and expand upon it in future issues.

Thanks to the following participants for their comments, opinions and interest: Vern Humphrey, Richard Lukens, John Lesko, Randall Bookout, Bill Mathews, Rich Pomager, Jack Maher, Glenda Nogami and AWC '89 students.

Item 40 22:32 Feb28/89 24 lines 4 responses  
Mike Graves  
REQUEST FOR PARTICIPANTS ON CONOPS 2004

The purpose of this item is to solicit participation in a project called "Continuous Operations 2004" (CONOPS 2004). The project is sponsored by DA DCSOPS-FD and 12 students at the US Army War College have primary responsibility for conducting the study. The focus of the study is directed at answering the following question: "HOW TO ACHIEVE CONTINUOUS OPERATIONS CAPABILITY ON THE MID TO HIGH INTENSITY CONVENTIONAL BATTLEFIELD WITH TOTAL (RC AND AC) ARMY. IDENTIFY IMPACTS ON DOCTRINE, ORGANIZATION, EQUIPPING, TRAINING AND LEADER DEVELOPMENT." The methodology will address C2, maneuver, mobility and survivability, intelligence, air defense artillery, combat service support and fires at Corps level.

A sub-net in LEXSYS called "CONOPS" will be used to develop the issue. Due to the level of interest, it is essential that participants have sufficient expertise to comment on the areas referenced above with regard to the effects of continuous operations. It is also requested that participants possess experience at the Battalion level and higher. Participation by serving or former battalion, brigade and higher commanders is particularly important to this study.

The CONOPS team chief at the Army War College is LTC Rick Zinser. Interested personnel are requested to contact Rich Cruz or Mike Graves (net organizers) for entry into the CONOPS net.

4 responses

Mar01/89 07:09

40:1) Vern Humphrey: I'd like to participate -- I've found that this is a key point, since units under stress (as at the NTC) have great difficulty in continuous operations.

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Mar01/89 12:39

40:2) Jim Fletcher: Mike, Is study focusing on conventional forces only Special Ops, and especially Special Forces are not structured for continuous ops. Fletch

- - - - -

Mar01/89 18:32

40:3) Mike Graves: I think the CONOPS guys are concentrating on conventional forces. I will check with one of them Thurs.

- - - - -

Mar02/89 15:55

40:4) Jim Fletcher: Mike, Roger. Fletch

Item 41 20:26 Apr09/89 32 lines 8 responses  
Alex Wojcicki  
Mea Culpa

Loosely translated for you non-"fish eaters", that means "Sorry about that!" Sorry I didn't get in here sooner. Sorry I didn't get to participate in some of the earlier discussions... dynamite stuff, from my perspective! Got three things to talk about briefly (and some of you know how hard it is for me to be brief on the net! Right, Chris and John?)

1. We've got a new net going down here at 1st SOCOM (Fort Bragg... not USSOCOM at MacDill) called Army:SOFrag, for SOF Readiness Action Group. This is an organizational and expertise-based forum to address reserve component readiness issues affecting SOF units. AWC is supporting it as a test of LEXSYS in a \*real organizations\*'s working environment. In past years, the RAG conferences were \*live\* at a cost of about \$200K each. This will be a proof-of-principle if we can pull it off... Quod erat demonstrandum! I've got the energy for it, I hope.

2. At the Nov 88 1st SOCOM Cdr's Seminar (all AC/RC commanders present), one of the issues was "Implementing LEXSYS for 1st SOCOM". (Since I selected all 11 seminar issues for discussion, you shouldn't be too surprised about this...) Anyway, the output of that work group was a recommendation, accepted by the CG, that a working group be formed to study ways and means for implementation. It was kinda slow getting off the ground, but it is in place and owes a report to the CG by 1 June. It's headed by the same O-6 (COL Don Soland) who gave me the time to get the coordinating draft off the ground... the one that started all this stuff! I'll keep you abreast of developments. If it's OK, I'd like to give the group the current conference discussion text as an additional resource (they already have the original concept paper and the 88 AWC report).

3. Last, but not least, what is the current "truth" about the future of LEXSYS as an Army tool to assist in decision-making? Is it going to fly, or will the work group say to the Vice: "Nice try, but the sucker is toes-up! Can't get it going!"

8 responses

Apr10/89 07:30

41:1) Vern Humphrey: Alex -- we're working with JFK right now on Front End Analysis of the SF Battalion. We'd like to participate in Army:SOFrag if possible.

- - - - -

Apr10/89 23:23

41:2) Alex Wojcicki: Vern, who's your JFK COR or CTR? After I check with him and with the conference organizer, I see no problem... Personally, I'd like to see it happen... you put a lot of positive energy into a discussion, and seem to be able to get to the heart of the matter pretty quick! I enjoyed our tet-a-tet on ProtoLIC. Let's see what happens.

- - - - -

Apr11/89 07:04

41:3) Vern Humphrey: Right now, it's Major Dan Sansiveri, in the DOTD office.

- - - - -

Apr11/89 18:08

41:4) Alex Wojcicki: Check, I know him... will get back to you right away...

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Apr12/89 07:28

41:5) Vern Humphrey: Looking forward to it -- by the way, we're having an In-Progress Review (IPR) in our main office in Alexandria on the 20th. We'll be running a demo (NOT a full scale program) at that time.

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Apr12/89 08:49

41:6) Rich Pomager: The team believes that LEXSYS should be continued. However, we are disappointed that the prototypes did not generate discussion from the organizers. The SOCOM people just didn't follow up. Thus the discussion lacked focus in reaching a conclusion. AS for the quality of discussion, I do not have any problems with the level or quality. But the proof is in the satisfaction of the proponent. Guess we will just have to wait that out.

Your conference and another that is starting up now will provide the best measure of the success of LEXSYS. Both have proponent support and the issue is defined. That makes reaching a conclusion a practical goal.

- - - - -

Apr12/89 09:02

41:7) John Lesko: Are we expecting too much from the technology?

Are we expecting a 100% fix to senior executive decision making when a computer-mediated communications tool only allows living, breathing experts to collaborate asynchronously in the first place and little more?

Because of your observations above.....The role of the network facilitator is key to the understanding and application of these new staffing tools.

Suggest the AWC group (perhaps next years team) look specifically into the ROLE OF THE ORGANIZER/FACILITATOR....There are operational norms which appear to me different than normal staffing techniques when using such a network. E.g., Most folks read the first few lines of an item or a response than determine if they'll continue in the discussion or execute a FORGET option. Will the BOTTOMLINE UP FRONT technique (like the pyramid journalistic style or the CAS3 taught staff study) become more crucial to the successful use of teleconferencing?

The key is not in the boxes or nodes, but in the way a network organizer channels all that "free energy" that's out there waiting to be harnessed!

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Apr12/89 11:36

41:8) Vern Humphrey: Obviously, the tool is only as good as the craftsmanship of the user -- and equally obviously, we do not have enough experience with THIS tool to make maximum use of it. The bottom line up front is a clearly important technique -- but more important is thontent of the item, and the quality of discussions. These seem to me to be the things that grab and hold people.

Item 42 08:51 Apr12/89 32 lines 19 responses  
Rich Pomager  
Observations of LEXSYS Needs

The last two years with LEXSYS has been rewarding and disappointing, all at the same time. I believe it is important to share some of my observations on LEXSYS as the project has progressed.

First, recognized that the concept was validated last year. This year the team's goal was to refine the process and work out any bugs. A major obstacle to moving the project along, is the lack of a dedicated individual in the Director of Management Staff to oversee LEXSYS activities. At the completion of last years effort, LTC Jim Cary was to come on board and run LEXSYS. He was delayed and in the interum period became involved in another project which occuries a major portion of his time. Thus, LEXSYS lacks continuity on the DA staff.

LEXSYS is designed to resolve senior leader issues, not to be another action officer tool. Such use would quickly overload the system and create another FORUM system. But the key point is the senior leader. How does the senior leader use a tool that can not be managed for him at his level. Back to support at DA problem.

Developing the Data Base of experts is a continuing process. There are over 500 individuals in the data base now. There are another 150 to be entered before the summer. The new classes at the war colleges will be arriving shortly and should be surveyed for expertise. All requires a focal point for coordination and management.

An the last issue is that of the level or grade of the experts. The more senior these individuals are the better qualified they are to handle senior leader issues. A former \*\*\*\* stated that while in the grade he never had a simple issue to resolve. The easy problems were solved below his level. Only issues which offer the least undesireable alternatives were his for resolution. After reviewing the Hot Items in the pentagon, I found it extremely difficult to identify experts to answer such questions. Thus, we are left with selecting experienced individuals in several disciplines to form a working group. That experience is not resident in individuals who have served in Brigade and below units.

Well, this is a portion of my observations. What are your comments?

Related items: 43

19 responses

Apr12/89 12:32

42:1) John Lesko: This assumes that we younger fellows who have our experiences down at the BDE and lower levels cannot comprehend the 'big picture'. A premise which I, frankly, disagree with. Many times those within the Army at the lower levels of the hierarchy are closest to the rest of the world. Two examples: (1) It seems that each successive generation of officer is more comfortable with the use of computer-based or computer-mediated telecommunications and decision support tools than the generation which preceeds it. (2) The young bucks remember a 'newer' society than do the more experienced or mature soldier-leader. Down at the execution levels (BDE and lower) is where hands on experiences and the closer identification with the doer (read: soldier/NCO) is found. Bottomline: we all have a part to play but policy ends up being carried out at the grass roots level of all large complex systems/organizations. In the laboratory, we've found that 'paying your dues' and 'looking at a system/experiment in a new way' go hand in hand to discovering an innovative new product or process.

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Apr12/89 14:57

42:2) Vern Humphrey: There is no question that time and organizational distance have a distorting effect. While people at the lower levels may not appreciate all the costs, support difficulties, and so on, of a new approach, it is equally true that people at the higher levels do not appreciate the practical, down-to-earth problems and benefits of the same systems.

I have the bad habit of going back to the unit, looking around, talking to NCOs and junior officers -- even going out to the field and training with them. Then I come back and listen to senior officers describe what's going on out there, what "today's soldier" (or NCO, or junior officer) is like -- and it never matches what I've just seen.

- - - - -  
Apr13/89 06:13

42:3) Rich Pomager: I understand your comment and agree in part. There are issues that require the type of experience officers and NCO's at the troop level can effectively participate. Also there will be technical issues that cross all grade levels as long as the technical experience/education exists. My intent is not to cut people off from participating, but to indicate the level of expertise LEXSYS should focus on obtaining. Certainly, intelligence is not the qualifier, but rather experience across a broad range of assignments at different levels of command/staff and countries and environments. This level of experience occurs only in senior people.

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Apr13/89 07:32

42:4) Vern Humphrey: I'm not really sure that experience is a function of seniority. I know of a certain \*\*\*\* who had a lot of influence on current tactics -- and one day I was doing a study and ran across the after action reports of the unit he commanded in combat. I was astonished at how short a time he was in command. I went back and looked up some of his writings, matched them to the After Action Reports, and found that he had got a lot more wisdom out of his experience than the experience contained.

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Apr13/89 15:13

42:5) John Lesko: I know of several experts in, say tactics, who've been flexing their muscle in say, technology management, yet have never ever served within the materiel community....Their rank and contacts perhaps have made them too influential. Other's who've worked closer to the community at hand couldn't have the same impact because of a biased system in the first place.

It seems that our senior executive level leaders are many times in the same boat as we 'munchkins' in the peanut gallery....I.e., there's a tremendous pressure to accomplish something (hell, anything) during 'my watch'.

The use of a LEXSYS decision support system does two things that the chain-of-command does not. First, it levels the playing field in that all those courageous enough to speak up are at least heard. The collective LEXSYS can discount an opinion if it wants to. But somehow matters of fact seem to be differentiated from matter of opinion in a LEXSYS network. Secondly, a parallel organization offers a vehicle for the information flow needs an organization has. The Army, our Army, is a large complex beaucracy which is governed by such an organization's complexity, formality and centralist tendencies. A LEXSYS works on the premise that there are GUYS/GALS WHO REALLY KNOW (GWRK) within the organization, they just have to be roped together from time to time to assist the decision maker. Computer-based telecommunication and computer-mediated decision support

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Apr13/89 15:13

42:6) John Lesko: systems can run counter to the inertia of the chain of command or they can support the chain. BOTH RESULTS ARE GOOD.

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Apr13/89 16:13

42:7) Vern Humphrey: I think a point that should be made is this: -- senior personnel have DIFFERENT experience, not necessarily MORE experience.

For example, a senator was praising one of his colleagues who was running for President, emphasizing his military expertise -- "He really knows the DOD budget."

I'll bet the senator in question DOES know the budget -- but I'll also bet he can't tell an M16 from an AK-47 when they're shooting at him. Nor can he fly an Apache or land an F16 on a carrier.

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Apr17/89 22:09

42:8) Steve Whitworth: When they wanted senior leadership on the PDOS study the net organizer was a 0-6(p) and net access was limited to GOs only. Each GO was sent a personal letter and FORUMNET regristration packet from the DCSPER (I think). Senior leaders usually had a bagman (like I was) who was

interested in computers, or the issue, or teleconferencing. I think that if you want senior leaders to play (0-7 and above) it is necessary for the most snior guy you can find to play too and actively support. I'm very skeptical that you'll find a senior GO to do that. I think this senior level type of computer conferencing is like the old adage "The people do that which the

boss checks." You or AWC run this net for GEN Riscassi. He doesn't run it or communicate with it. I'm pretty sure that if some \*\*\*\* was organizing and communicating with others on a net, every GO would want to be active.

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Apr17/89 22:15

42:9) Jack Maher: I WOULD SUGGEST THAT THE SUBJECT TO BE DISCUSSED DRIVES THE "WHO" THAT SHOULD BE INVITED INTO THE NET. ASSUMING LEXSYS BECOMES A FORUM FOR SENIOR LEADER ISSUE RESOLUTION, THEN I WOULD HOPE THAT MOST SENIOR LEADERS HAVE WITHIN THEIR ORGANIZATIONS THE PEOPLE NEEDED TO SOLVE THE EASY ISSUES. WHEN ISSUES ARE PRESENTED TO A SENIOR LEADER FOR RESOLUTION, IT MEANS THAT NOONE ELSE IN THEIR ORGANIZATION FEELS CONFIDENT ABOUT THE ALTERNATIVE SOLUTIONS ALREADY SURFACED. THAT IS THE TIME WHEN THE SENIOR LEADER USES LEXSYS, AND HE INVITES THE BEST MINDS HE CAN FIND TO WORK THE ISSUE. IF THE SUBJECT REQUIRES SQUAD LEVEL TACTICS KNOWLEDGE THEN 05'S AND 06'S WOULD BE INAPPROPRIATE; IF THE SUBJECT REQUIRES OPERATIONAL OR EVEN STRATEGIC LEVEL KNOWLEDGE THEN THE OVERWHELMING MAJORITY OF THE PARTICIPANTS SHOULD BE 05 AND ABOVE!

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Apr18/89 09:54

42:10) John Lesko: What if the issue/problem became....Restructure the Army to best integrate personnel, training, doctrine, and logistics; save at least 100,000 spaces thru the reorganization; and be prepared to fight and win using this new force by the year 2000.

What if the issue/problem was....How would the Army function without a TRADOC? W/out an AMC? W/out a Finance branch? etc.

What if the issue/problem was....Determine the impact of all officers being active duty (serving as cadre to reserve units as do the Marines) with our force structure becoming more and more reserve component dependent given the bi-lateral conventional force structure reductions to be realized by the year 2000 in NATO/Europe.

I venture to say that such puzzles would take in the expertise and opinions of many (a true diagonal slice of the DoD, let alone the US Army) and would not be so key to rank as suggested above.

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Apr18/89 10:41

42:11) Vern Humphrey: I agree. Suppose you went a level higher (in the question, not the rank) and made it "How can we save 100,000 spaces in the army by 2000, and still maintain our current fighting capability (with all planned technological enhancements)?

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Apr18/89 12:42

42:12) Phil Schneider: ...and just to reemphasize a couple of previous lines, having "senior leaders" involved both personally (with hands on the "keyboards") and dealing with issues of significance (again related to current or future responsibilities for those leaders)! This is so simple and so fundamental...yet so difficult to cause it to happen!

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Apr18/89 15:59

42:13) Vern Humphrey: Just to wander into the realm of imagination -- suppose everybody in the army was on this net, and could make a suggestion about how to save some of those 100,000 spaces? Maybe one in ten would be active, one in ten of those have a suggestion, and one in ten of those might be worth following up. That's about 730 good leads.

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Apr18/89 17:09

42:14) John Lesko: ...touch a million lives...plant a million seeds!

- - - - -

Apr18/89 21:47

42:15) Jack Maher: I THINK YOU FOLKS MISSED MY POINT SO I'LL REITERATE--A SYSTEM SUCH AS THE LIVING EXPERT SYSTEM THAT IS DESIGNED TO SOLVE PROBLEMS FOR SENIOR LEADERS WOULD CALL ON WHATEVER GRADE OF EXPERTISE WAS REQUIRED TO ASSIST IN SOLVING THE PROBLEM. IN REALITY, SENIOR LEADERS ARE ASKED TO SOLVE PROBLEMS SUCH AS THOSE POSITED BY JOHN. IF YOU LOOK CLOSELY AT THOSE PROBLEMS, THEY CRY FOR THE EFFORTS OF THE MORE SENIOR PERSONNEL IN THE ARMY. NEEDLESS TO SAY, THOSE MORE SENIOR PERSONNLE WOULD UNDOUBTEDLY TAP THEIR FELLOW WORKERS FOR IDEAS AND FOR COMMENTS ON IDEAS.

Apr20/89 14:22

42:16) Phil Schneider: ...and many "senior leaders" don't know how to use a concept like LEXSYS (or don't trust it) and also have gotten to be "senior leaders" by employing unilateral decision processes (which means they neither want input from fellow workers nor do they use it)! If they did, we'd be fighting for time and space on this net with all the Generals in DOD...which of your General Officers spend personal time on any EMAIL system?

- - - - -

Apr20/89 17:35

42:17) Rich Pomager: Exactly what LEXSYS has been trying to do, increase confidence and awareness in something called LEXSYS which is a decision support system. Each of you on the net needs to consider how you can impact the purpose of our effort. ?[CAA few months back, I offered to send to you all copies of the final briefing slides the team will use for the DM and VICE. I can't remember how many said send me a copy. The offer is still valid. Let's get on with the job. We do not need to be over zealous in the approach, just down to earth and honest about it's capabilities and lack there of. Maybe in that manner the senior leadership who does not exercise computers directly will become involved and active. Like religion, you have to share the good news to get follows/users.

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Apr21/89 08:31

42:18) John Lesko: I know of 2 general officers who took the time to respond to my on-line survey....Another after hearing about this project via a staff member who's on-line, asked for more information....And tomorrow or the day after will see many more GOs communicating asynchronously ---which frankly is the main attraction of teleconferencing to most senior executives wanting to reach a large number of people quickly and clearly. Oh yeah, PLEASE SEND ME A COPY OF THEM 'THAR BRIEFING SLIDES. I'd like to compare same against the traveling slide show we've used for GEN Wagner and BG O'Neill...Thanx.

- - - - -

Apr21/89 12:52

42:19) Phil Schneider: Pls send me a copy of the briefing slides tco... PO Box 77, FT Sheridan, IL 60037...THANKS!

Apr25/89 19:45

42:20) Bill Mathews: All of us familiar with LEXSYS and similiar systems must play a key role in promoting Army teleconferencing as a senior leader decision support mechanism. We must demonstrate the capabilities of the system and promote its benefits. When was the last time that you recommended that a senior leader consider teleconferencing to resolve an issue? We all play a vital part in this emerging system's acceptability by senior leadership.

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Apr26/89 13:38

42:21) Phil Schneider: Right on target, Bill...we've got to show our contemporaries, subordinates and, most importantly, our bosses that electronic nets can provide a real advantage (and it's good wartime training to prepare for each use of automated C&C systems)! Again, the key word is "we"...each of us all the time at every opportunity!

Apr28/89 14:00

42:22) John Lesko: ref: 42:21 --- Bingo! That's the ticket....sell the use of computer-based teleconferencing as leader training geared at dealing with the complexity of automated C3I systems...The use of peacetime computer-based telecommunications and computer-mediated decision support tools will ultimately improve readiness for teleconferencing "trains" us today on staffing skills that'll be critical tomorrow. We wont be overwhelmed by information because we'll have learned to use computer "search and destroy/use" procedures. [How many LEXSSYS users have used the FIND command in CONFER?] We wont be as guilt with our analysis of 2nd and 3rd order effects because the use of teleconferencing facilitates quick turn around surveys and testing opportunities heretofor unavailable to HQDA staff, etc.

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Apr28/89 15:16

42:23) Vern Humphrey: One of the things we've suggested is the use of computer conferencing for Reserve and National Guard units --so commanders and staff can plan training without having to meet physically. This offers a real advantage, and at the same time gives us a solid laboratory for seeing how ACC works in a military environment

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Apr30/89 13:09

42:24) Denny Crumley: I've been reading most of the items on this net for some time now and believe you guys are on tgt with your thrust. The real key is to find a way to get the senior leaders involved so they can see the power of the medium. I think when that happens the use will grow naturally. Some weeks ago there was some discussion on another such net which focused on the same issue-- how to get senior guys involved. The thought there was to establish a TRADOC Comdt's net over which they could discuss problems and solutions associated with their common doctrinal, operational, and administrative responsibilities. That seed was planted and has yet to be watered. Somewhere on the ARmy Forum net there lurks BG Ted Stroup, The TRADOC Cdr's man for all seasons. I believe Ted could be instrumental in getting a senior lexsys net like that off the ground. The key is to find the right net moderator (Gen Thurman should not in my view). The right guy would be one who can draw out the members through stimulating and at times provoking entries, then from time to time, summarize that which has been exchanged and suggest how that might be put to some use for the good of the TRADOC or the ARMY as a whole. One last observation. There have been some who say these kinds of guys are too busy to participate in such an endeavor. My view on that is ,they are wrong. In these days of laptops and flight schedules that are forever off, I've found ample time to get involved. Again, the draw in to have a moderator

Apr30/89 13:09

42:25) Denny Crumley: who can make these guys feel they can't afford to miss checking the conference every day or so. Please excuse the spelling, I've not only not used FIND in this CONFER system lately, I've got problems using the EDIT routine! I suggest the leader of this endeavor(in spite of what it says when you sign on, I realize it's not really the Vice!) might want to contact BG STROUP and see if there is any life left in that Comdt's net idea. DVC

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Apr30/89 14:22

42:26) Michael Kanner: The way to get senior leaders involved is to make it worth there investment in time. For most senior leaders, information is of the greatest importance. The establishment of a SRLDRNET would give them access and discussion that is presently done by phone. I have often had a desk side with my CG halted for him to check something with a friend on the phone or to accept a call from another general officer. If the history of the E-Mail section of the 9IDs MCS is anything to base a conclusion on, the use of the Grid increases when commanders realize that it gives them direct access to the CG. An obvious assistance would be for the VCSA to establish SRLDRNET as an alternate means of communicating with CDRs.

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May01/89 09:43

42:27) Rich Pomager: Denny and John, Thanks for the support and ideas which I will pursue. John the train as we will fight idea is right on target. I just returned from Ft McClellan and heard several ideas on what will happen on the battlefield in communications using computers. But the application of LEXSYS to training passed me by. Thanks,

Denny, I will contact BG Stroup to determine the status of his efforts and offer our assistance. By the way, the EDITOR function is difficult to use. We have recommended to Mr Parnes that he do something to improve the and make user friendly the EDITOR.

Item 43 09:18 Apr12/89 45 lines 7 responses  
Rich Pomager Prime=42  
Observations of LEXSYS Operations

In item 42, I identified some observations pertaining to LEXSYS and support required at DA. In this discussion, I want to list some observations related to the operation of an issue subnet.

- The issue facilitator is key in an active purposeful discussion. There are certain skills required of the facilitator that ensure a successful conference. These need to be highlighted and identified. It requires internal energy that is expressed across the communications medium. The higher the level of energy the greater the participation.

- Senior leadership must be involved personally or through a key action officer. Knowledge of this involvement engenders others to participate. A few comments occasionally will do wonders for the conference to maintain energy. Participants must feel that they are contributing to the process, else they lose interest.

- Start up of the net must occur rapidly. The less time running around waiting for information or the rest of the team to come on line, the higher the chances of experts maintaining interests. We are all task oriented. Give me the job and let's get on with it. If you load somebody on and he has to wait two weeks, boredom rises and his interest in the importance of the project decreases.

- We must find a way to overcome the fear of using computers. This coupled with learning a new language can be too large an obstacle to overcome. This is not a training problem. This problem will abate over time as junior people become senior. But for the present, it is a major obstacle to using teleconferencing via computers.

- There is a tendency for proponents of issues to feel that they have turned a problem over to LEXSYS for resolution. Therefore, their role is diminished. On to other things, get back to me with the answer. In one instance, the project officer felt that LEXSYS was going to complete his staff action.

- Regardless of the issue subject, multiple disciplines resolving a problem appears to produce better answers. The conflict between interests of the disciplines does not detract from the product, but adds to it. This is evidenced in the prototype conducted last year as well as the ATK.HEL.OPNS subnet this year.

- LEXSYS nets should not be long in operation. Shorter is better. Participants volunteer time, and there time is critical. No sense having a net just to talk on. The expert wants to have his say and then get on to other things. Remember his workload changes also.

- Only 1/3 of the participants on a net really communicate and add to the net conversation. This should not be considered a negative factor since, if something really strikes them they will speak up. You have observed the same behavior in a large meeting. Many attendees at the meeting with few vocal members.

Well that covers the key points for now. Any comments?

7 responses

Apr12/89 12:36

43:1) John Lesko:

I feel so strongly about my response to LEXSYS item #41 (r7) that I've opted to 'write' you each this note....Please think about this ROLE OF THE FACILITATOR....The 'best' facilitators I've seen on-line in the last 3 years have been Mike McGee on Excel and Alex Wojcicki when the LESNET (that's pre-LEXSYS) networks were operating at their peak....What did these fellows do to 'make it work'? How does a good chief of staff operate? Are there similarities? What are the differences? Can such skills be taught to future teleconferencing coordinators/organizers/and facilitators? John L Lesko cf: pomager, malone, wojcicki, mcgee, humphrey NOTE: THIS IS A DIRECT TRANSFER FROM ONE OF THE MESSAGES I SENT TO R POMAGER....I'VE UPLOADED IT HEAR TO SHOW HOW EASY IT IS TO WORK BEHIND THE SCENES ---Generating interest and refining concepts that others have shared with you. Think of all the 'work' that's done during the coffee breaks at a conference. Think of how an effective 'party whip' operates within a political body. These may very well parallel the skills needed on-line within a LEXSYS when the systems integration factors concerning senior decision making and policy formation kick in.

Apr12/89 15:02

43:2) Vern Humphrey: Good parallel with a political analogy. I suspect that good nets are "put up jobs" in that from time to time somebody is asked to put in something or make a response that is calculated to generate discussion, keep things going.

And the reference to "work done at coffee breaks" is perceptive. A lot of the "work" WE do is invisible -- when I work on a novel, I CAN'T quit working -- driving to my "day job," jogging, relaxing -- no matter -- I can't let it go. And the same phenomenon occurs in a collective mode -- people take a break from their "real" work, wander down the hall to shoot the bull with a friend, and come back with something valuable and creative.

Apr13/89 00:05

43:3) Michael Kanner: While I have not served as a net facilitator, I have sponsored a number of issues for discussion to answer/staff questions in various jobs. The largest factor I have noted in all the responses is that there are very few speakers. On each of the nets, there are certain names that recur. My hypothesis is that questions on the net are like a survey. As long as responses are volunteerary, you will only receive answers from a portion of your population. In surveys there are a number of ways of increasing the reliability of responses. Are there similar techniques which can be used on an electronic survey?

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Apr13/89 06:22

43:4) Rich Pomager: Thanks Mike, that is a new approach. Glenda Nogami may have some insights on increasing electronic survey responses.

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Apr13/89 14:52

43:5) John Lesko: I've conducted a couple of electronic surveys and would offer another 'helpful facilitator hint' to illustrate a key point....How many people know that an item sponsor/originator can ask the system who's seen and who hasn't seen an item? Did you know that if you enter Q SEEN 43 at the DO NEXT? prompt, you'll get a listing of all those who've at least scanned the item? Now, if you were to then compare this list to the list of those who have responded or to the list of those who've participated (albeit passively) or are on-line, you get a pretty good feel for the percent participation and of the strength of these responses. Try typing in P RECENT at the DO NEXT? prompt and you'll see who's been checking into the network and who hasn't. Then, start coaxing the more passive folks to participate thru a liberal dose of 'personalize messages', etc.

One last thing....In a LEXSYS, don't we want to hear the opinions of those with the courage to state their views, thoughts, and expertise? The underlying 'values' of an Army-wide system depend on a collective willingness to 'stand up and be counted' (or in the case of teleconferencing, to 'log-on' and be heard)....Building a consensus on wide reaching issues will never be achieved if we're overly worried about the indifferent.

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Apr13/89 16:18

43:6) Vern Humphrey: I have to agree -- and point out that this means we have to listen to some things that are wrong, or offensive, or shock our minds out of their old, familiar tracks.

We have to cherish people who challenge our basic assumptions and FORCE us to explain and defend them.

As an example, someone on another net just commented that one way to save the environment is education. Someone else said, in effect, "Prove it." -- and then cited chapter and verse instances where "education" had been touted as the solution to other problems and had failed -- and WHY it had failed. Needless to say, this iconoclast wasn't too popular for his remarks -- but after a while, a few people began to look at their assumptions and find a few flaws in them.

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Apr14/89 08:04

43:7) Rich Pomager: John, Both Jack and Bob have used the commands cited to ID the participants who do not participate. In some onstances they have been effective.