Abstract and Outline

for

13th ICCRTS
For the paper entitled:

Leveraging Emerging Technology to Maintain Corporate Situational Awareness

Topics:
Topic 5. Organizational Issues
Topic 4. Cognitive and Social Issues
Topic: 2 Networks and Networking

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14. ABSTRACT

Emerging web-based technologies present large organizations with a number of not-well-defined opportunities and challenges. Social networking utilities such as Facebook, LinkedIn, and personal weblogs have proliferated?becoming key information mediums for a younger generation entering the workforce. Nevertheless, large, established organizations are still coming to grips with the utility of Web 2.0 technologies. One possible context in which these tools can be successfully applied is in the knowledge management domain, specifically in providing enhanced situational awareness throughout a complex organization. This paper will address how a collaborative group of analysts at the Space and Naval Warfare Systems Center, San Diego is applying the ?power to the edge? concepts by leveraging Web 2.0 technologies. Tasked with ensuring that Center leadership as well as those at the working level have the requisite situational awareness to succeed in a competitive and complex business environment, the Decision Support Group methodically developed products to ensure data from an increasingly diverse environment is transformed into useful information that facilitates decision-making, both in strategic and business development contexts. By taking the theory espoused by CCRP to push information to the ?edge,? and using emerging technology, the DSG ensures that information flows down to those who need it.

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Abstract for
Leveraging Emerging Technology to Maintain Corporate Situational Awareness

Emerging web-based technologies present large organizations with a number of not-well-defined opportunities and challenges. Social networking utilities such as *Facebook, LinkedIn*, and personal weblogs have proliferated—becoming key information mediums for a younger generation entering the workforce. Nevertheless, large, established organizations are still coming to grips with the utility of Web 2.0 technologies. One possible context in which these tools can be successfully applied is in the knowledge management domain, specifically in providing enhanced situational awareness throughout a complex organization.

This paper will address how a collaborative group of analysts at the Space and Naval Warfare Systems Center, San Diego is applying the "power to the edge" concepts by leveraging Web 2.0 technologies. Tasked with ensuring that Center leadership as well as those at the working level have the requisite situational awareness to succeed in a competitive and complex business environment, the Decision Support Group methodically developed products to ensure data from an increasingly diverse environment is transformed into useful information that facilitates decision-making, both in strategic and business development contexts. By taking the theory espoused by CCRP to push information to the "edge," and using emerging technology, the DSG ensures that information flows down to those who need it.

Keywords: web 2.0, decision support, environmental scan, weblog, wiki, information overload

Introduction

Through the collection and constant monitoring of primarily unclassified information, the Decision Support Group provides the leadership and workforce of the Space and Naval Warfare Systems Center, San Diego (SSC SD) with open-source, competitive intelligence to enhance situational awareness and thus avoid strategic surprise.[1] This group provides a holistic assessment of the current environment, including pertinent developments in defense policy, technological advances, and military matters impacting all the Services.[2] Moreover, the DSG seeks to empower DoD scientists and engineers with requisite knowledge to address current and future warfighter gaps. This is about getting the right information to the right person at the right time, improving performance and ensuring their efforts align with those of the Navy and DoD writ large.

Until recently, the DSG relied almost exclusively on briefing senior management and waiting for information to "trickle down" to those on the "edge." Strong anecdotal evidence suggested that this information "push" was not achieving the desired degree of dissemination down to the scientists and engineers writing proposals that garner work for the Center, hence limiting the flow of information to those at the top of the organization. To overcome breakdowns in the flow of strategic and business development information to the working level, the Decision Support Group has leveraged Web 2.0 technologies, specifically weblogs and *wikis*, to push information "to the edge" and improve its internal governance and communications.

Following a brief overview of SSC San Diego and the challenge of providing information within a large organization, the paper will relate the experience of the DSG and how it sought to fulfill its role a via top-down, "trickle down" model. Then it will delve into how the accession of three relatively young analysts allowed for the adaptation of a "bottom up" approach that combined "power to the edge" concepts with new technologies to mitigate the breakdown in the flow of information, allowing the DSG to maintain the quality of its analysis while meeting its goal of pushing information to those who need it most, the scientists and engineers pursuing solutions for our nation's warfighters.

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[1] The Space and Naval Warfare Systems Center, San Diego (SSC San Diego) was established in June 1940 as the Navy Radio and Sound Laboratory, the Navy's first west coast lab. For over six decades, and under numerous names and organizational structures, SSC San Diego has provided American warfighters with significant capabilities in the form of weapon systems and electronic technology. Presently its focus continues to be in the area of command, control, communications, computers, intelligence, surveillance, and reconnaissance (C4ISR). With a workforce of nearly 1,900 engineers and scientists and an additional 1,000 technical professionals, SSC San Diego provides full spectrum C4ISR capabilities from basic research and prototype development, to test and evaluation services, through systems engineering and integration, onto installation and life-cycle support. While most of its projects address the requirements of the Navy and Marine Corps, SSD San Diego also supports programs of the Defense Advanced Research Projects Agency, the Army, the Air Force, the Coast Guard, and other DoD and federal government agencies. SSC San Diego's overriding challenge continues to be providing our nation's warfighter's the resources they need to achieve decision superiority.

[2] For a detailed overview of the Decision Support Group and the environmental scanning process, please see Galdorisi, George et al, "Maintaining Situational Awareness in Large, Complex Organizations," *11th International Command and Control Research and Technology Symposium*, Newport, RI, September 26-28, 2006. See also a prior version of the paper, under the same title, as presented at the *2006 Command and Control Research and Technology Symposium*, San Diego, CA. June 20-22, 2006.
<http://www.dodccrp.org/events/11th_ICCRTS/html/papers/044.pdf>
<http://www.dodccrp.org/events/2006_CCRTS/html/papers/071.pdf>

The Challenge of Situational Awareness in a Large Organization

Established as the Navy's first West Coast Laboratory, SSC SD serves as a research, development, test, evaluation, engineering and fleet support center for command, control, communication systems, and ocean surveillance systems. With a $1.4 billion annual budget, SSC SD currently employs more than three thousand civilian scientists and engineers involved in hundreds of C4ISR projects, developing technology to meet the Navy's and DoD's future needs while providing fleet support to keep current information systems running.

Although it is a government facility, SSC San Diego functions as a working capital fund; its existence relies upon revenue generated by projects it bids for and wins. This work is conducted primarily for the military services. No line item in the defense budget exists for SSC San Diego; it must find work to fund itself by competing against industry and other labs. Thus, while it does not make a profit, the Center in many ways operates like a private enterprise, with an entrepreneurial culture prevalent among its scientists, engineers and managers.

Given the competitive environment in which it operates, and the uncertainty of future funding, strategic planning and situational awareness constitute an imperative for the Center's leadership and workforce lest the Center find itself providing services and products of technological irrelevance. Because of the diversity of projects under its purview, and given its location outside the Washington, D.C. "Beltway," it remains important for the SSC SD leadership and workforce to remain abreast of current, and pertinent, defense policy initiatives, technological advances, and military developments.

To this end, and since it inception in 2001, the fundamental concern for the DSG remains providing relevant information to SSC SD senior executives and its workforce; those scientists and engineers who write the business proposals that ultimately result in the work that funds the organization. Primarily employing a "top down" model, the DSG has fulfilled its role of informing senior executives. Getting information to the "edge" of the organization, however, has been a key challenge. To this end, the DSG adopted Web 2.0 technologies to complement its "traditional" venues of information sharing and bridge outstanding communication gaps. Before discussing how the DSG has bridged this gap in communication, a review of its experience merits attention.

Experience of the Decision Support Group

For six years, the Decision Support Group has been addressing the challenge of enhancing corporate situational awareness through a competitive intelligence process. This collaborative team of analysts built an infrastructure and process centered around environmental scanning to gather and parse information. While the gathering aspect has proved robust, the

Environmental Scanning

Environmental scanning is the internal communication of external information on issues, trends and events that could potentially influence an organizations' decision-making process.

An intensive scanning process constitutes the primary research medium through which the DSG collects its information. Over the years and through trial, error, and continuous refinement, the DSG has developed a scanning list including media sources, websites of various government agencies, think-tanks, academic institutions, and combatant commands (among others) for a total of over 80 sources scanned at different intervals (from daily to monthly). This list is a living document that undergoes periodic updates as required.

In addition, DSG analysts collect information from various individuals within our "community of interest," including NAVAIR, NMAWC, and NAVWARDEVCOM. Finally, a concerted effort is made to attend conferences and symposia of relevance.

effective parsing of the information out to the "edge" of the organization has, until recently, remained elusive, primarily due to the top-down approach employed.

For the first four years, the DSG relied on the environmental scan brief as the primary vehicle to deliver information via a top-down approach. Representing an amalgamation of the DSG's environmental scanning efforts; these briefs are presented primarily to SSC SD senior executives, including the Technical Director and Commanding Officer, at monthly strategic planning meetings. This involved a forty-five minute to one-hour PowerPoint presentation to senior executives, along with the posting of these presentations and backup material on internal websites for future reference and, ideally, dissemination further down the organization to those at the working level. Additionally, from time to time the DSG also provides tailored briefs to individual departments, exposing personnel further down in the organization to this competitive intelligence. These briefs are broken down into eight categories considered relevant to the Center's workforce, as follows:

Category	Description & Purpose
Top-Down Strategy	High-level strategy of the federal government and updates on the current geopolitical environment
Transformation Update	Structural changes within the Department of Defense addressing the Global War on Terror and other large policy/strategy shifts
Requirements Changes	Policies, directives, and trends impacting the technological, organizational, and budgetary requirements of the military
Budget Update	Status of the federal budget, and future spending doctrine
Defense Infrastructure	Sublevels of the DoD; tracks current events of such offices as the Joint Chiefs of Staff
Technology & Industry Trends	Technology and other trends in industry impacting Center business
Personnel & Organizational Changes	Relevant personnel and organizational changes within the federal government
Quickhitters	Flexible, catch-all category of information significant to leadership but which does not fit in any other category

Figure 1 - Environmental Scan Topics

Based on feedback and anecdotal information, the abovementioned flow of information down the chain was not taking place, at least not to a degree acceptable to meeting the DSG's goals and expectations. Much of the information delivered via the environmental scan remained at the top of the organization, perhaps trickling down to senior managers, but hardly getting to first-line supervisors, let alone the scientists and engineers performing critical work for the organization. From a numerical standpoint, of the 3,700+ personnel at SSC-SD, almost 2,000 are scientists and engineers who will typically have an interest in the information the DSG provides. The environmental scan brief averages between 20 and 30 attendees, and with the proscribed information flow, was likely not reaching more than 100 personnel in any given month.

In an attempt to overcome this gap, the DSG consolidated a parsing list to distribute information to key Center personnel based on the scope of their projects or efforts within the Center. For example, scientists and engineers with Unmanned Systems (e.g. UAVs, USVs, etc.) in their portfolio are regularly sent articles, publications, and other items of interest on the topic. Likewise, personnel with interest in broader business areas such as Strategic Communications

and Business Management are often sent salient articles that the DSG comes across in its research efforts. In total, the parsing list includes 91 SSC-SD personnel across 21 topical areas. However, this incremental approach, while somewhat effective, did not address the problem in its entirety. While it did push information further down the organization, it was not far enough.

Other efforts at expanding the reach of the DSG research and analysis include briefing select groups at the Center on an opportunistic, or as-needed basis. These include departmental briefings, tailored to their specific areas of interest (e.g. Maritime Domain Awareness, Coalition Interoperability, and others) that are able to reach an audience of ten to twenty people at a time. The DSG has also had the opportunity to brief over 250 SSC-SD supervisory personnel at the 2008 All Supervisors Conference. While the time allotted was limited, over two-thirds of the diverse pool of supervisors found the briefing to be "valuable" or "very valuable" according to a post-conference survey.[3]

Inherently, the problem for the DSG was one of approach. In economic terms, the DSG had a supply of information that it was pushing out, but it lacked the medium by which it could respond to the demand function of those in need of it. While it did respond to e-mail queries, this process was not scalable to meet the requests of the roughly two thousand engineers and scientists. Likewise, the briefing given by the DSG, while valuable, may not provide the best 'bang for the buck.' It became clear that the traditional way of "doing business" was no longer viable if the DSG was to achieve the scope of impact as a broker of information. Thus, even as it worked on developing the parsing list, the newest members of the DSG worked on a new solution, one where users could "pull" the information they found useful.

Web 2.0 at SSC SD

SSC SD's fall 2006 Technical Board—a biannual off-site review of SSC SD policy, strategy and goals by Center management—included two mixed teams of upper management and technical personnel discussing the "continuing push for net-centric, geographically distributed, collaborative planning and execution of operations by out warfighter customers."[4] The teams were chartered to determine what technical capabilities the SSC SD information technology infrastructure should provide in order to allow the Center to build, test, and use the capabilities that meet the warfighter's requirements. Additionally, a nod to improving SSC-SD's internal knowledge management efforts was enumerated in a secondary objective to "operate our enterprise efficiently and effectively"[5] through these technical capabilities. It is with this impetus that the discussion of applying technology to knowledge management within the organization begins.

[3] The survey was conducted by the SSC-SD Front Line Supervisors Council. Of the 254 attendees, 156 completed their survey. 104 of the response units found the DSG briefing to be one of the three levels of valuable, with most finding it "valuable" or "very valuable." These results are in-line with expectations as many of the supervisors come from disciplines outside of what the DSG briefings are tailored to (e.g. Legal, Contracts, and other administrative support services). It also highlights one of the major reasons the DSG is interested in Web 2.0—its ability for a community of interest to come together if a valid and valued resource of information is available.
[4] SPAWAR Systems Center San Diego, "Techboard Team Charter-Team 3A/3B", October 31 – November 1, 2006.
[5] Ibid.

Using commercial-off-the-shelf (COTS) software, the Center's IT department created a nascent technical infrastructure during the latter part of 2006 through early 2007.[6] The stated purpose of making these tools available was "to foster a new culture of collaboration by exploiting technologies associated with the new web (sometimes referred to as Web 2.0) and leveraging the forms of social interaction already familiar to our newest generation of employees."[7] The use of open-source and COTS software provided a two-fold benefit to the Center as it provides technology already familiar to many of its younger and/or technically savvy workers as well as being low-to-no cost, particularly when compared to expensive custom or proprietary solutions In much the same way, when the Decision Support Group was evaluating the different ways to get information down to the working level personnel at the Center, we opted to take these existing tools and work with them rather than reinventing the wheel, so to speak.

Decision Support and Web 2.0

It is a fairly straightforward task to provide information electronically by posting relevant content to a repository of some fashion. It is a much more difficult and time-intensive process to take that information and turn it into knowledge, and a magnitude of difficulty harder to bring about understanding from that knowledge. Prior to implementing new technologies, the DSG accomplished the first part, the posting of relevant documents, with some success. It was able to synthesize the provided information into knowledge and understanding through its regular Environmental Scan briefings and occasional interactions with individual divisions or groups. However, as mentioned earlier, the briefings were provided to only a limited audience and the knowledge was easily able to reach working-level scientists and engineers.

The net effect of this is a large percentage of the scientists and engineers at the Center seeking a better understanding of what is going on with the rest of the Navy, Department of Defense, and Federal government, face an information overload in trying to do so. Dealing with the large amount of e-mail, telephone calls, memos from management, and the like presents a significant problem not only in the sifting and sorting for important/relevant information, but also in the time it takes to do so being a non-trivial issue with respect to productivity. A recent report from economics consulting firm Basex identified information overload as the most significant problem facing business today., While challenging to quantify exactly, Basex estimates that this information overload will cost the U.S. economy $650 billion in 2008 alone.[8] Given this situation it is unrealistic to expect that already information-overloaded personnel have the time and ability to diligently scan the depth and breadth of external sources for relevant information.

Clearly the DSG had two major gaps in its knowledge management efforts. First and foremost, it did not effectively leverage the abilities of the DSG to the greatest extent possible by failing to bring the quality research and analysis it provided to more than a select few. This gap in

[6] The software used includes a weblog server that utilizes the Movable Type publishing platform from Six Apart. Other parts of the Web 2.0 toolbox includes the use a collaborative information library server called MediaWiki (popularized by wikipedia.org), a chat capability powered by Jabber from the Jabber Software Foundation, as well as file-sharing and search capabilities for the SSC SD intranet.

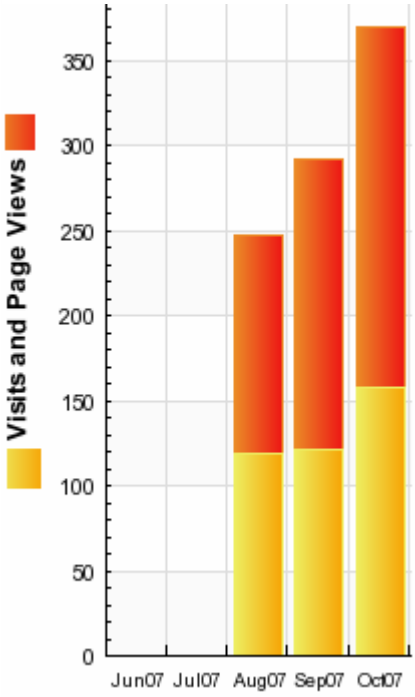
[7] SPAWAR Systems Center San Diego, "Web 2.0 Tools" intranet site. See also an excellent discussion of Web 2.0 in Tim O'Reily's "What Is Web 2.0? Design Patterns and Business Models for the Next Generation of Software", September 30, 2005, O'Reilly Media, Inc. < http://www.oreillynet.com/pub/a/oreilly/tim/news/2005/09/30/what-is-web-20.html>

[8] As reported on National Public Radio, *Morning Edition*, December 28, 2007. See also a discussion of the difficulties of multitasking in Walter Firn, "The Autumn of Multitasking," *The Atlantic Monthly*, November 2007.

knowledge and understanding between Center leadership and the bulk of the workforce did not go unnoticed by the DSG and became a regular topic of conversation. Likewise, the monthly periodicity of the Environmental Scan briefings left a time gap of several weeks between briefings and also left a lot of valuable material "on the cutting room floor" due to the time constraints of the brief itself. Addressing both of these issues became a key goal of the DSG.

In mid-2007, once staffing and scheduling allowed, members of the DSG interviewed several SSC SD personnel to get a better idea of what was wanted and needed to better support the research, design, testing, and evaluation mission of the Center. The common theme of these interviews was a better understanding of relevant "goings on" outside the Center, in an easy to use and searchable format. The DSG reconciled this need with its current capabilities and realized it would need to find a new medium to deliver the quality research and analysis it already carried out. After a basic cost-benefit analysis of the different solutions available, which evaluated both monetary and time costs, the DSG chose to leverage the existing Web 2.0 capabilities that the Center had already made available.

Figure 2 - *DSG Update* Statistics (First 90 Days)



In creating the *DSG Update* weblog, decision were made at the beginning to provide information and basic analysis of items of interest to SSC SD, reserving the more in-depth analysis for select topics delivered at briefings. Likewise style and content guidelines were put into place to create a consistent tone and format across the several analysts contributing to the weblog. Organizationally, the *DSG Update* mirrors its oral counterpart topically, but touches on many more items and on a much more regular schedule, usually three to four times each week.

The weblog, or blog, gave the DSG a medium to fill the gap between briefings and between the Center's leadership and working-level personnel. It also provides a place to report on items of interest to a subset of the Center's scientists and engineers, such as the status of unmanned systems, that might otherwise not be disseminated very far. More importantly, it provides a means to convey relatively short, but still important, pieces of information in an organized, searchable format so that when one of the DSG analysts sees something of interest, but that doesn't merit being included in a brief to the Center's leadership, it is still captured and able to be used as needed. In essence, the *DSG Update* became an important part of the missing link in delivering our research and analysis Center-wide.

Looking at Figure 2, it is clear that the number of unique visitors in a month (~100-150) does not look very large when compared to the population of interest—the 2,000 scientists and engineers at SSC-SD—but that from an efficiency standpoint, it provides an audience of similar size to those reached by the environmental scan brief and the parsing list. The amount of effort required to push this information to this audience, however, is much less. And while technical issues prevented effective traffic monitoring for over two months, current figures indicate that the audience has continued to grow but at slower pace. Efforts at advertising the *DSG Update* and generally increasing awareness of both it and the DSG itself are planned in the near-term

This paper, while complete, can also be thought of as describing the nascent stages of a much larger "experiment," that is, how to get the right information to the right people at the right time in the right format and, how to entice people to pull information from the DSG. Future papers will provide updates on this overall effort.

Internal Governance and Web 2.0

While the major use of new technologies by the DSG is the aforementioned weblog, a small, but still important change was the implementation of a *wiki* for the Group's internal use. For those unfamiliar with a wiki, they are principally a collaborative information repository. Excellent examples include the free encyclopedia *Wikipedia*, a comprehensive guide to most locales around the world at *Wikitravel*, and a growing resource of how-to information at *wikiHow*.[9] While the DSG does not aim to have its wiki become a popular website for Center personnel, the collaborative whitespace it provides has allowed several incremental improvements in how we collectively provide decision support.

To begin with, the monthly Environment Scan briefings previously were e-mailed between whoever was currently working on it; creating issues of version and configuration control as well as clogging up the inboxes of several group members on a regular basis, a not-insignificant issue on the Navy's current IT infrastructure. Likewise, members were unable to readily see what the current and future topics being researched by other members were—leading to a duplication of efforts on several occasions. Lastly, members are now better able to suggest topics for other analysts to work on other than just e-mail, which as discussed previously, presents an information overload problem. While the DSG's internal wiki is not directly used by the rest of the Center, the time invested in creating and updating it has streamlined the workflow of the Group so as to make the administrative component of our work as efficient as possible – and it will serve, we believe, as a "beta test" for other Center employees who might benefit from employing a similar methodology.

Future Plans and Conclusion

Little in this paper is considered to be a revolutionary way of doing business. But the use of these, and other technologies, is an evolutionary step in the knowledge management process. The incremental increase in the number of personnel able to leverage DSG research and analysis is a definite win-win situation for the Center and the DSG. Costs were minimal and once the initial technologies were in place, the time needed to maintain and update the blog and wiki are markedly less than other methods. From the Center's perspective, it was clear that not as much information was making its way from the top down, so the weblog provides a medium for knowledge to flow to those who want it.

In the future, several improvements to the current architecture will be undertaken. These include a better system/method for file and document organization, the ability to assign multiple keywords and topics to documents, and the creation of an online database of future conferences and reports on past conferences.

[9] These resources can be found as follows: Wikipedia - <http://www.wikipedia.org>, Wikitravel - <http://www.wikitravel.org> , wikiHow <http://www.wikihow.com>

This paper has endeavored to share our 'best practices' and contribute to the ongoing literature on the issues of knowledge management and leveraging emerging technologies to enhance organizational performance. Our conclusions derive naturally from the paper above. The DSG as an entity has been in place for six years. For the first four years the team relied almost exclusively on briefing senior management on the issues described above and waiting for that information to "trickle down" to the entire workforce. However, strong anecdotal evidence suggested that this trickle-down was not pushing knowledge "to the edge" to the desired degree. When younger, technologically savvy, members joined the group and married "power to the edge" concepts, new technologies and an intuitive understanding regarding how to "package" information so it is accessible and sought-after by Generation X, Generation Y, and Millenials members of the workforce, (the people who write the business proposals that garner work for the Center) the effectives of the organization has been tremendously enhanced.

SPAWAR
Systems Center
San Diego

13th ICCRTS: C2 for Complex Endeavors

Leveraging Emerging Technology to Maintain Corporate Situational Awareness

Mr. José Carreño, Mr. George Galdorisi, Mr. Antonio Siordia
SPAWAR Systems Center San Diego
June 19, 2008

SSC San Diego … on Point and at the Center of C4ISR

SPAWAR
Systems Center
San Diego

Our Goals

- **Share experience of a collaborative group of analysts tasked with enhancing corporate situational awareness**
- **Relate one way to leverage Web 2.0 technology in pushing information to the “edge”**
- **Receive Feedback!**

“I’m going out. Can I bring you back any firsthand knowledge of the outside world?”

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Systems Center
San Diego

Outline

- **Background**
- **Overview of Decision Support Group**
- **Environmental Scanning**
- **Leveraging Web 2.0 Technologies**
- **Concluding Thoughts**

SPAWAR
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San Diego

Background

Space and Naval Warfare Systems Center, San Diego

- Navy C4ISR RDT&E, engineering, and fleet support center
- Navy Working Capital Fund (NWCF) with over $1.73B in annual funding
- Employs 3,700+ civilian and military personnel, and about the same number of contractors

Imperative for Situational Awareness

- SSC SD relies on revenue generated by projects it must bid & compete for
- Given this competitive environment, SSC SD leadership and workforce require information that facilitates decision-making, both in strategic & business development contexts

SPAWAR
Systems Center
San Diego

Decision Support Group

- **What:** Collaborative team of non-technical analysts chartered in 2001 by senior leadership to address SA imperative

- **Why:** Provide open-source competitive intelligence to enhance situational awareness of SSC San Diego and fulfill the information needs of the organization

- **How:** Infrastructure and process centered around environmental scanning to gather and parse information, in addition to exchanges of information with contacts at different labs & agencies

SPAWAR Systems Center San Diego

Environmental Scanning

- **Defined:** Internal communication of external information about issues that may influence an organizations' decision-making process and used to maintain competitive advantage

Category	Definition/Purpose of Category
Top – Down Strategy	High level strategy of the federal government & updates on the current geopolitical environment
Transformation Update	Structural changes within the Department of Defense addressing the Global War on Terror and other large policy/strategy shifts
Requirements Changes	Policies, directives, and trends impacting, the technological, organizational, and budgetary requirements of the military
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Personnel/Organizational Changes	Relevant personnel & organizational changes within the federal government
Quickhitters	Flexible, catch-all category of information significant to leadership but which does not fit in any other category

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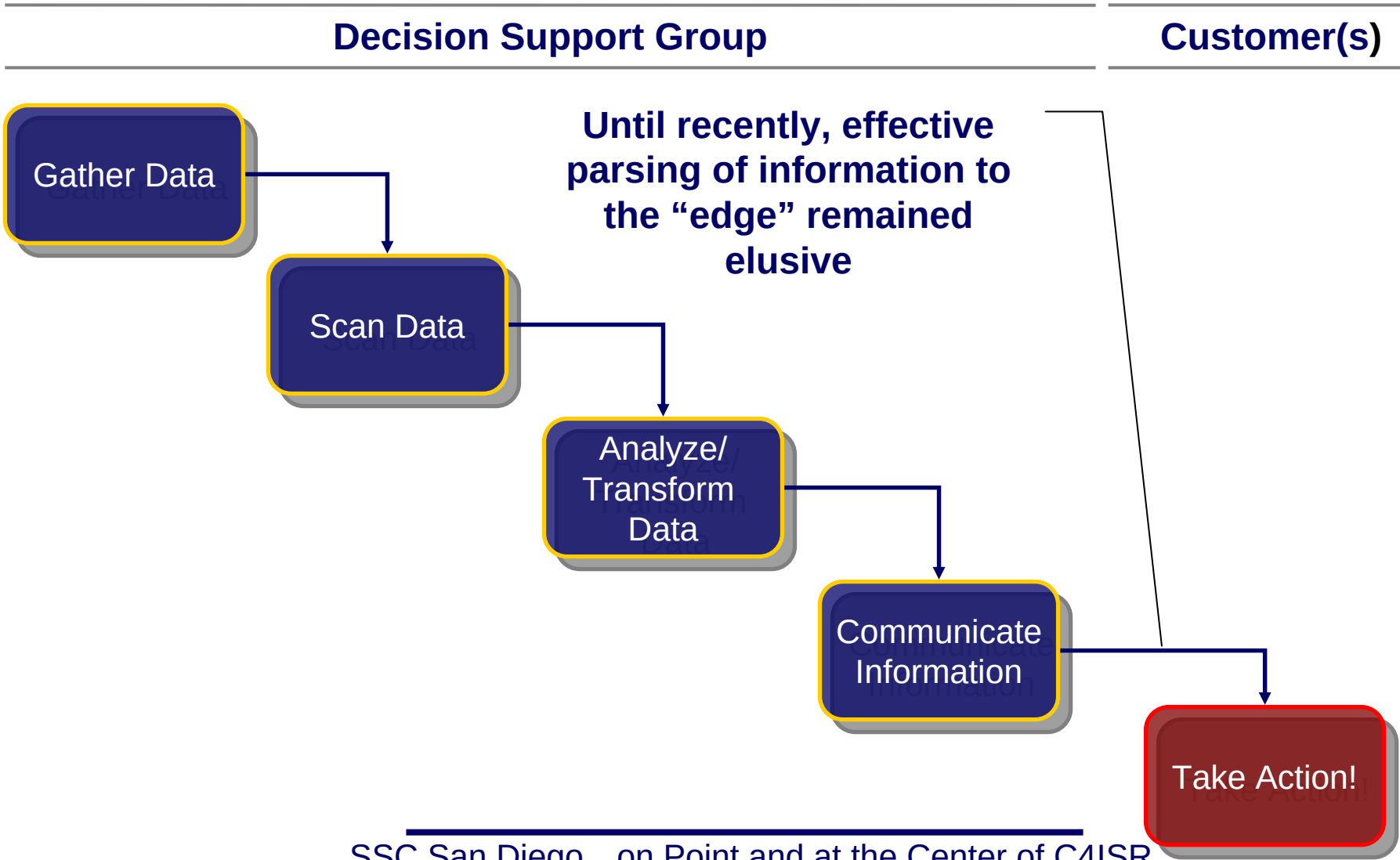
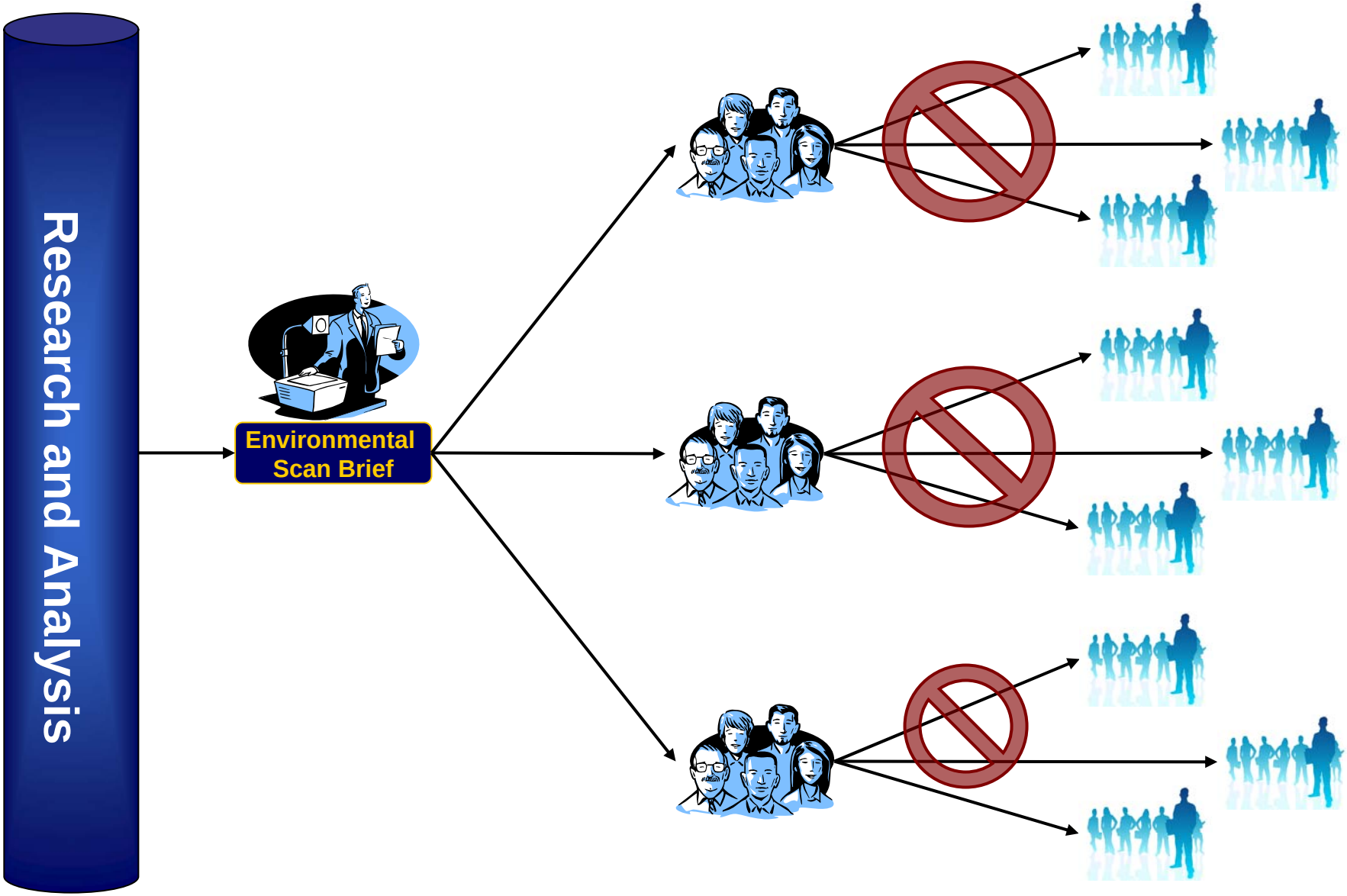
Environmental Scanning Process



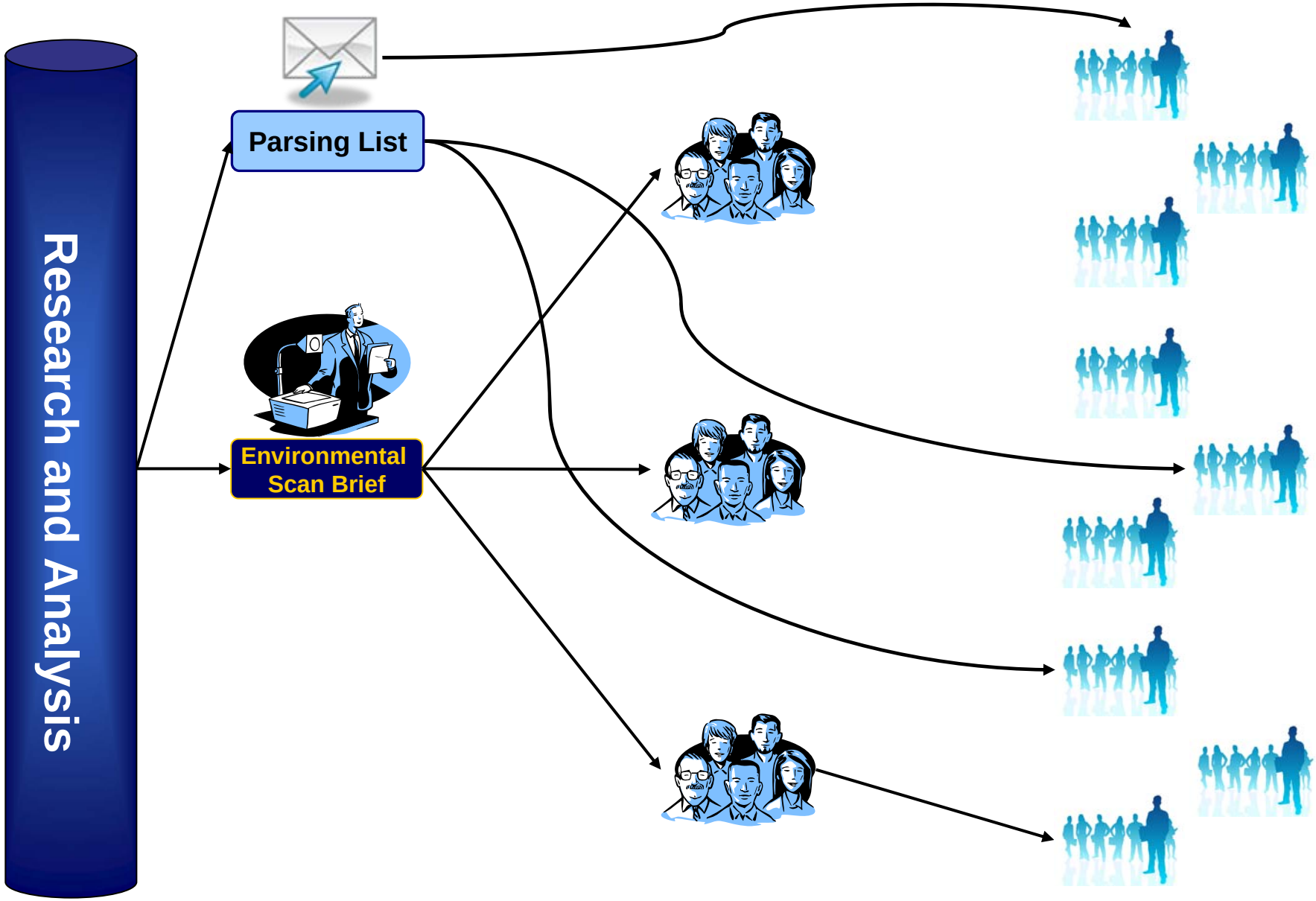
Since its inception, the DSG relied on a "Top-Down" model to disseminate information . . .

. . . Centered Around One Brief . . .



One way to overcome this bottleneck was to reach out directly to those on the "deckplates" . . .

. . . Via Tailored Parsing . . .



. . . But, the “top-down” model remained . . .

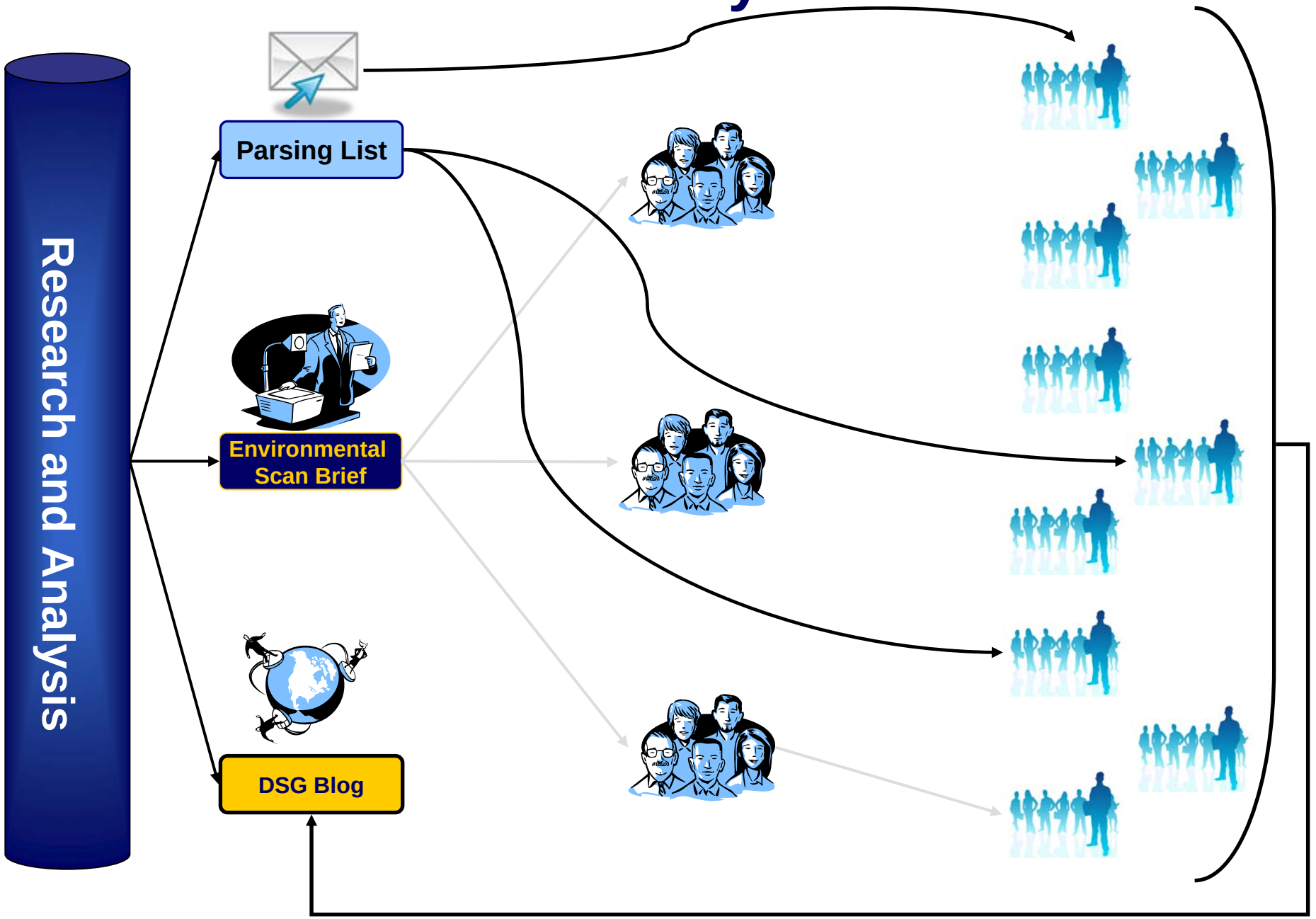
. . . But, the “top-down” model remained . . . And while more people were reached . . .

. . . But, the "top-down" model remained . . . And while more people were reached . . . It was <u>not scalable</u> to the entire organization.

. . . So, some of us decided to take some of the tools we used outside of work . . .

. . . So, some of us decided to take some of the tools we used outside of work . . . To improve our work . . .

. . . We Inverted the Pyramid.



Decision Support Group Update

Providing SSC-SD with information and understanding of trends, events and other external developments that would benefit/inform the Center's strategic planning, project development and funding proposal efforts – the intersection of the Center with the 'rest of the world.'

Stand-up of Navy Quadrennial Defense Review (QDR) Integration Group

By Stephanie Hszieh on May 15, 2008 7:15 AM | Permalink | Comments (0) | TrackBacks (0)

The Chief of Naval Operations (CNO) is establishing a permanent office in OPNAV to oversee all Navy Quadrennial Defense review (QDR) and the Defense Roles and Missions (QRM) efforts. The Deep Blue group, the Navy's own think tank established after the September 11 attacks, will be folded into the new office. The new office will be headed by Rear Admiral (select) Bill Burke and will report directly to CNO Admiral Roughead through the Director of Navy Staff (DNS).

Vice Admiral John Harvey, the director of the Navy staff, notes that the new office will "[bring] together these disparate and independent sources of analysis and opinion in intelligence; strategy and policy; capability requirements, resources, readiness and acquisition; and manpower."

The new office will be called the Navy Quadrennial Defense Review Integration Group and will be involved in the upcoming Quadrennial Roles and Missions Review—a new provision established by the 2008 Defense Authorization Act. The Act requires that each QDR be preceded by a Quadrennial Roles and Missions Review.

Sources:

- Geoff Fein, "Deep Blue Gives Way to Bolstered Director Navy Staff Office," *Defense Daily*, 7 May 2008.
- Jason Sherman, "Navy Stands up Permanent QDR, Roles and Missions Pentagon Office," *InsideDefense.com*, 5 May 2008.

House Committee on Homeland Security's Report on Public Safety of Mass Gatherings

By Stephanie Hszieh on May 14, 2008 10:49 AM | Permalink | Comments (0) | TrackBacks (0)

The House Committee on Homeland Security recently released a report on what needs to be done by local, state, and federal governments to ensure the safety of the public during mass gatherings. The report is titled Public Health, Safety, and Security for Mass Gatherings and can be found at: http://homeland.house.gov/SiteDocuments/20080513105623-98169.pdf .

Mass gatherings are any large gatherings of the public such as NASCAR races, business conventions, baseball games, large religious gatherings, etc. The Committee staff that authored the report visited several mass gathering venues to assess the security preparations as these events are open to terrorist attacks. Based on these visits the Committee staff focused on the threat of terrorism where a biological threat is released into a large, public gathering. Some of the key recommendations of the Committee staff were:

- Fully establish a National biosurveillance system.
- Establish a comprehensive National medical intelligence program.
- Put different types of organizations in the State fusion centers to help analyze information.

The House Committee on Homeland Security website: http://homeland.house.gov/.

DSG Links

-About the DSG
-DSG Open Source Information
-DSG Environmental Scans (Registration Required)
-SEPO Project Management Guide

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. . . Great! . . . but as someone once said . . .

. . . Great! . . . but as someone once said . . . Show me the money!

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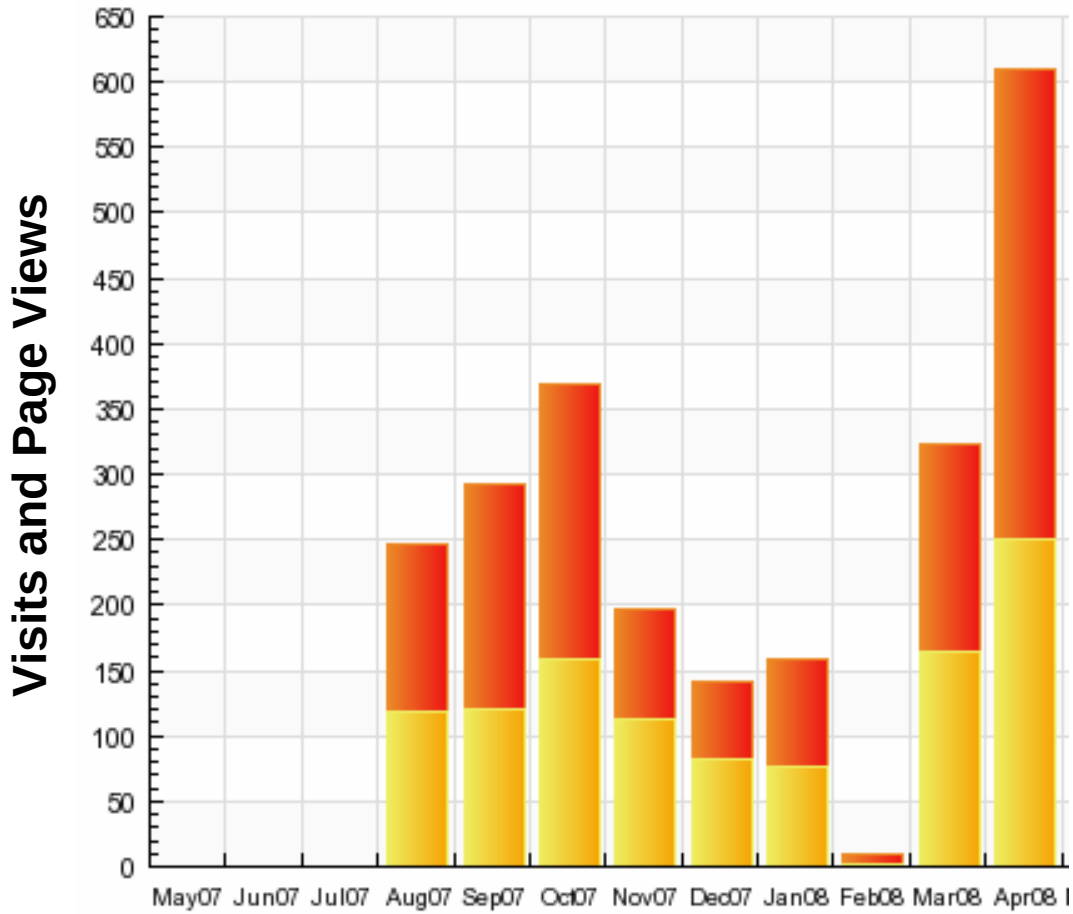
DSG Blog: Page Views and Page Visits



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SSC San Diego Blogosphere in nascent stages . . .

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SSC San Diego Blogosphere in nascent stages . . . And while the flow of traffic has trended upwards . . .

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SSC San Diego Blogosphere in nascent stages . . . And while the flow of traffic has trended upwards . . . We aspire for more.

“It's clear that Wilson's the only person here who reads my blog.”

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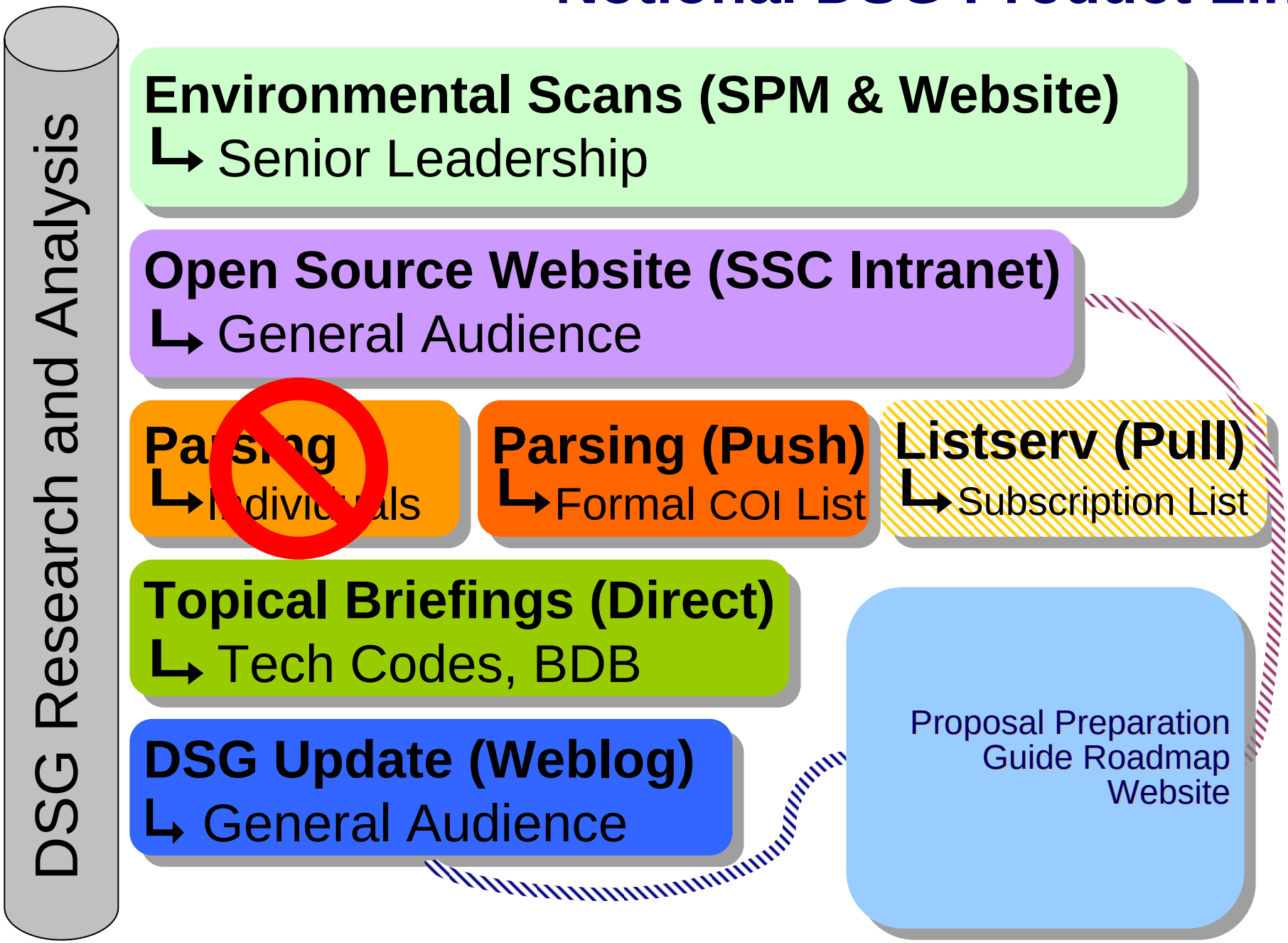
Lessons and Conclusions

- **“Top-Down” model had serious limitations**
- **“Bottom-up” approach adopted to overcome these issues, with potential for reaching a wider-audience**
- **Web 2.0 tools useful, if applied with proper guidelines and business rules**

Questions?

Backups

Notional DSG Product Line



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Traditional Approach not Wide Reaching

- Environmental scan brief served as primary vehicle to deliver information
  - Presented at Strategic Planning Meetings & at departmental meetings, primarily to senior leadership
  - Briefs & background material posted on internal website for access by others in organization
- Dissemination relied on “trickle-down” effect, with executives directing their staff to information deemed valuable
  - Unfortunately, degree of dissemination remained minimal
- Developed a parsing list to push information directly to those involved in projects

“Top-Down” Model Had Serious Limits