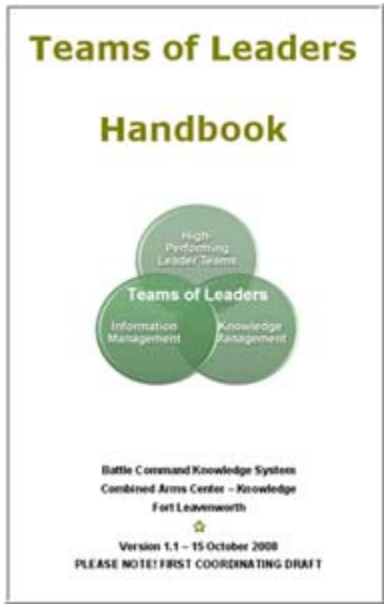
Army Operational Knowledge Management Conference
Battle Command Knowledge System
Combined Arms Center

Developing Networked Teams of Leaders for the High-Performance Learning Organization

Dinner Keynote - 29 October 2008



Mike Prevou

Jeff Stamps & Jessica Lipnack

“11 men—one mind…”

Shared:

- **Trust**
- **Purpose**
- **Competence**
- **Confidence**

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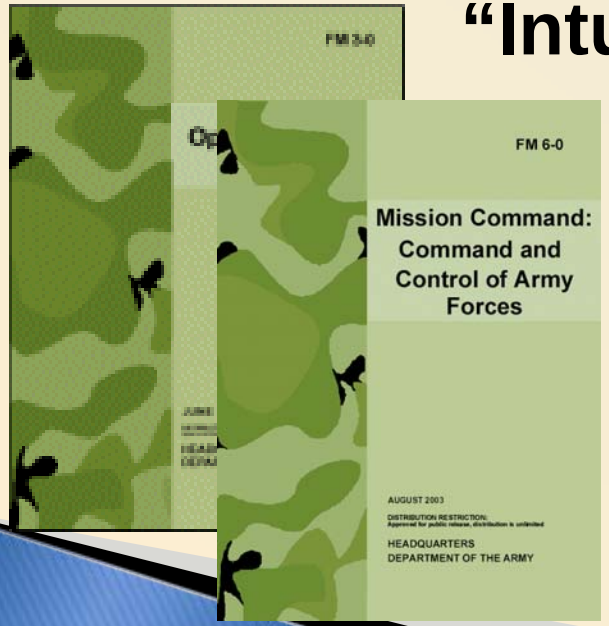


“Intuition”

“Mission Command”

Evolution of KM–IT–Advanced Learning

Teams have gone global…

Pre-web

Web 1.0

1st Generation

Explicit Knowledge capture

- **Knowledge as an artifact**
- **Heavy IT focus**
- **Data and information management**

Web 2.0

2nd Generation

Tacit to Explicit

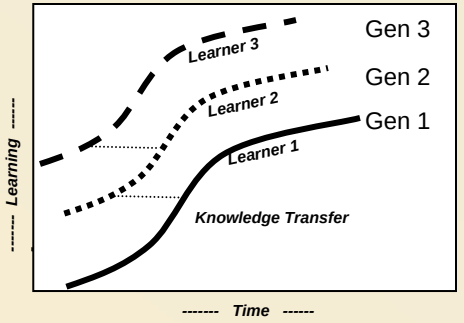
- **Conversation**
- **Knowledge transfer through conversation**
- **Focus on capturing experiences and mass distribution**
- **Community focus**

Web 3.0

3rd Generation

Tacit to Tacit

- **Collaboration**
- **“Knowledge to knowing”**
- **Knowledge transfer through deliberate shared practice**
- **Focus on Teams enabled by IM/KM**



How Digital Natives Operate

“Data Cloud” of online information and applications

Computer

xBox
Playstation
Nintendo

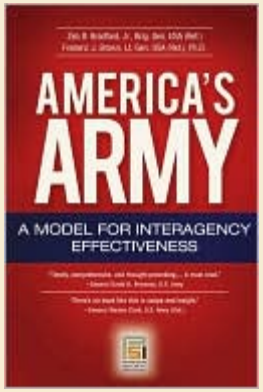
Mobile/Smart
Phone

flickr · AOL · YouTube · iChat · LinkedIn · YAHOO! MAIL · myspace.com a place for friends · WIKIPEDIA · linux · Blogger · Blackboard · Online Gaming · Google · photobucket · skype · facebook · Second Life

What’s Next?

Most kids have access to these web based collaborative capabilities and use them to create a “common operating picture” with their friends.

Teams: where work gets done…



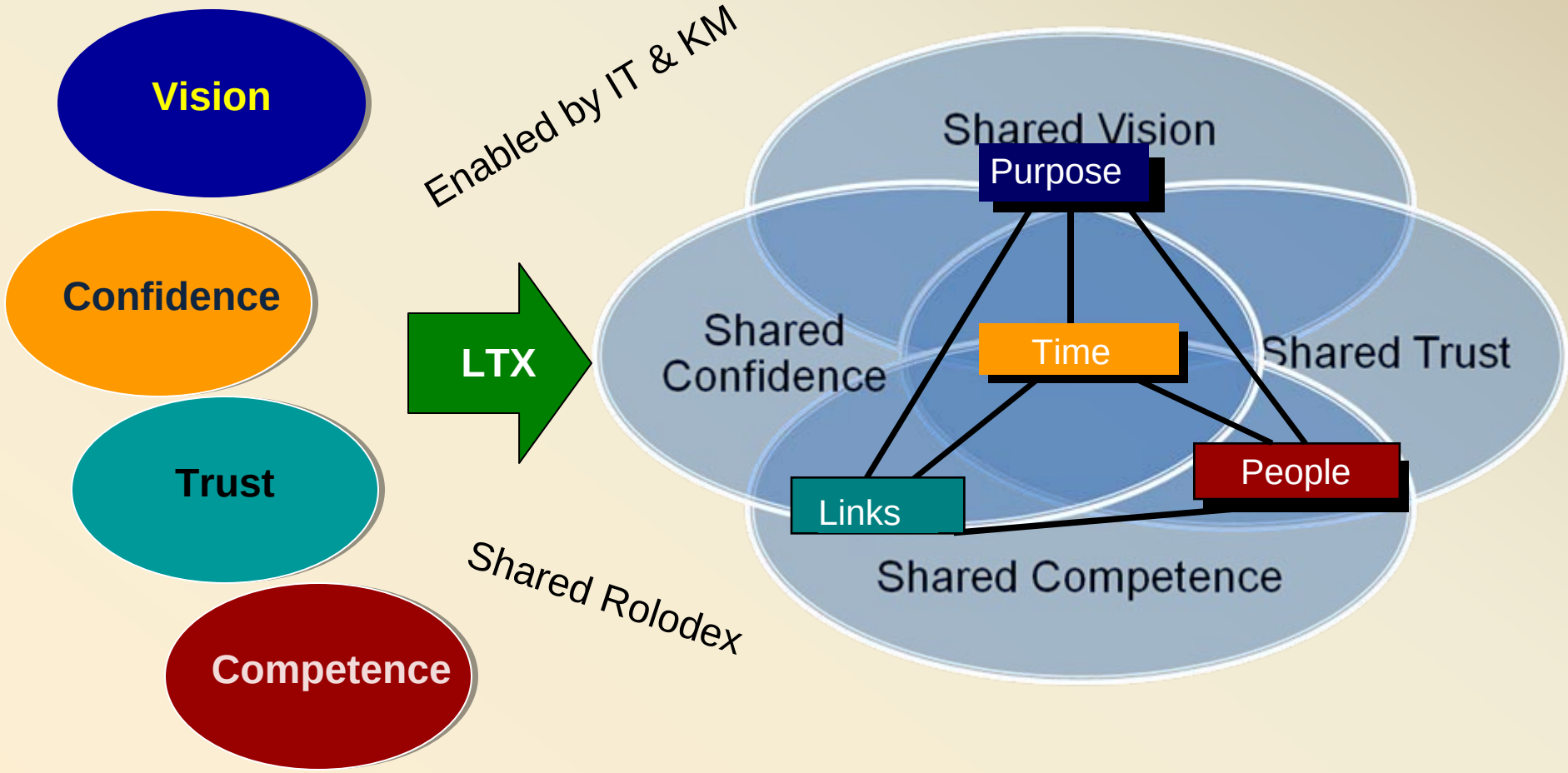
High Performing Leader Teams have:

- ✓ Shared Purpose
- ✓ Shared Trust
- ✓ Shared Competencies
- ✓ Shared Confidence

- ✓ High performance enabled by KM & IM
- ✓ The art & science
- ✓ Recognition of the "work around"
- ✓ The ability to connect with expertise
- ✓ Tools to help teams communicate, collaborate, and develop team qualities
- ✓ Integrated with professional forums, unit networks, and structured learning.

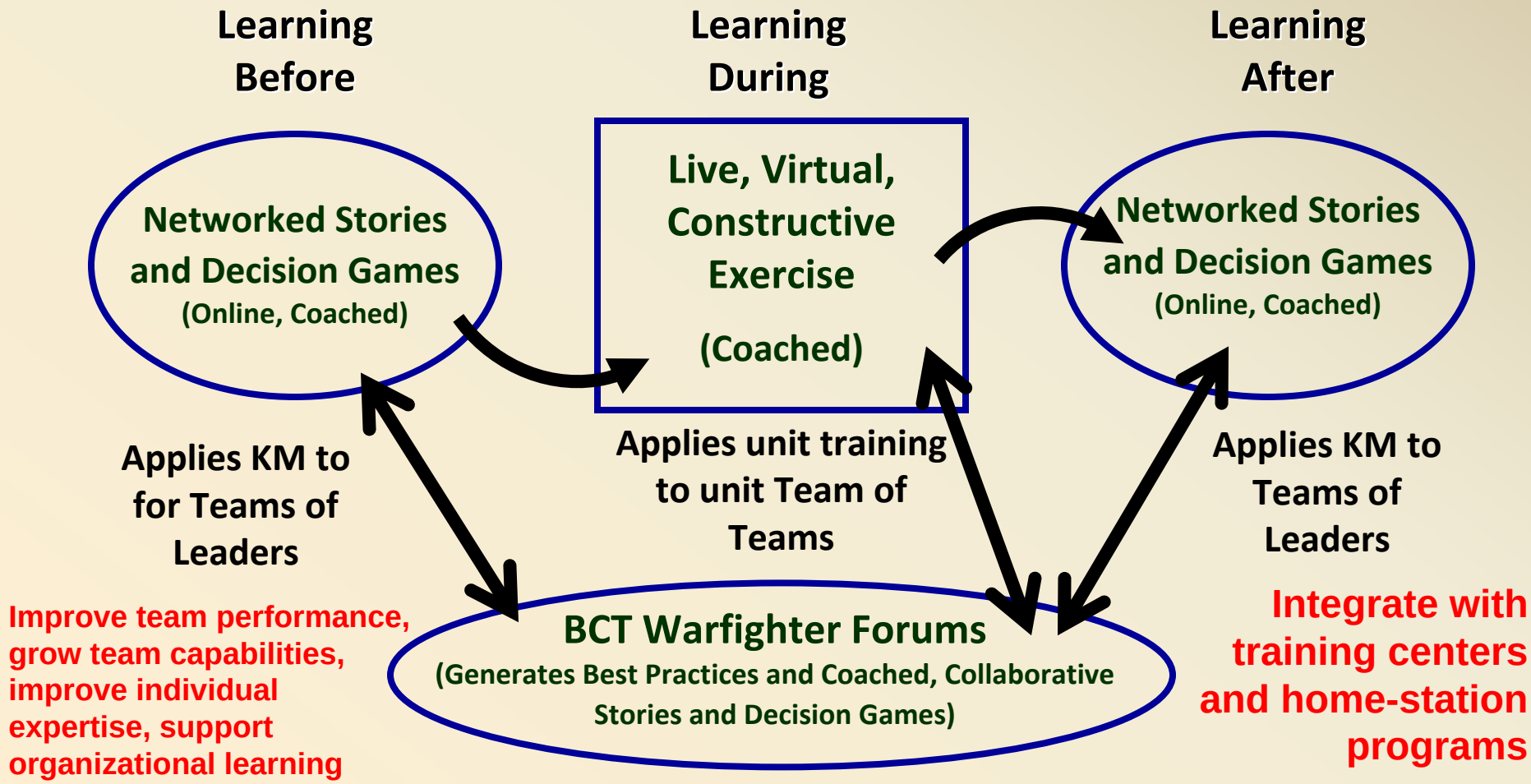
Time = 0 Distance = 0

Leader Team Development Exercises



Shared KSAAs
(Knowledge, Skills, Abilities ,and Attributes)

Transformed Expertise Building in the US Army



Combines Knowledge Engineering, Net-Enabled and Knowledge-Coached Team Deliberate Practice and Collective Training

Captain Wilson…

Knowledge shared at the Point of the Spear…the rest of the story

The Way Ahead

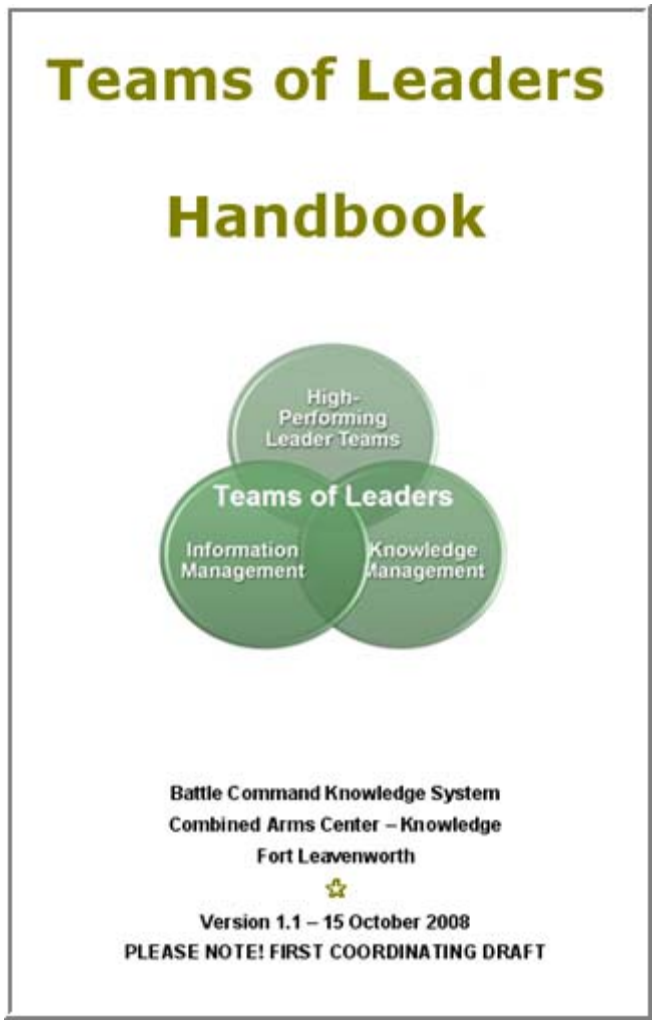
Developing High Performing Teams Qualities:

- ✓ Shared Purpose
- ✓ Shared Trust
- ✓ Shared Competencies
- ✓ Shared Confidence

A key component in Army Transformation

- Virtual Team Room enables team operations
- Teams of Leader Handbook
- Pilots
- A library of stories, scenarios, vignettes, and digital stories for all
- A Training Support Package to teach leaders *how* to build HPLT
- Integration with professional forums, knowledge networks , wiki, blog tools, and structured learning

Teams of Leaders Handbook and Team



Section 1: ToL Handbook Overview

Section 2: Develop High-Performing Leader Teams

Section 3: Collaborate

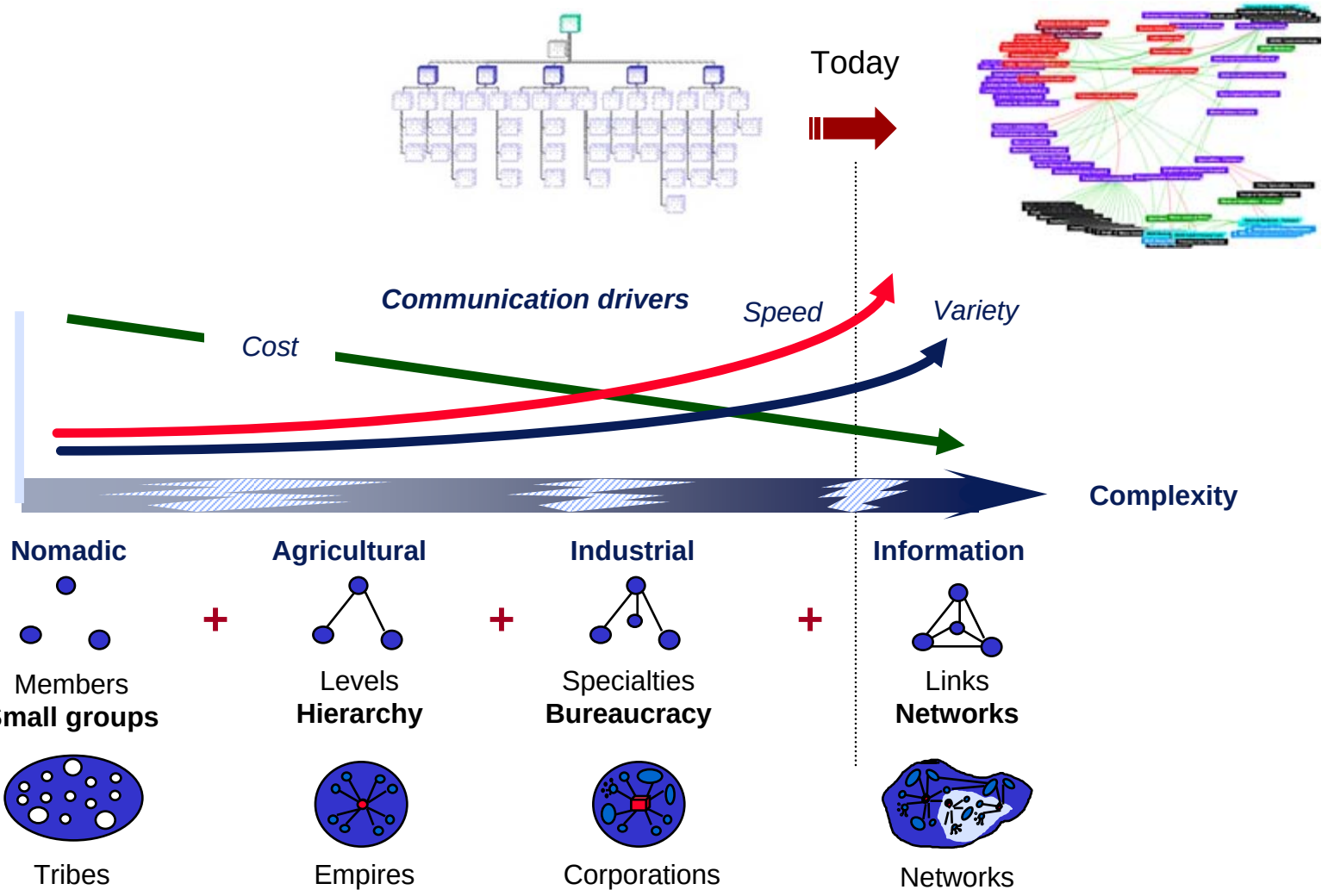
Section 4: Communicate

Section 5: Leader Team Exercises

Section 6: Context and Contacts

Rick Morris
Mike Prevou
Michelle Hannah
Bob Veitch
Jeff Stamps
Jessica Lipnack

Context of Organizational Transformation



NetAge diagram developed with Shell Oil Co, 1998

Section 1: ToL Handbook Overview

Chapter 1.1: Why Teams of Leaders?

Chapter 1.2: Structure of the Handbook

Chapter 1.3: Section Stories

***First** section provides overview of why teams of leaders are necessary, how they become a powerful multiplier of organizational capability, and introduces the stories.*

Generates high performance through processes of Advanced Learning

… the next multiplier

JIIM and Army

Actionable Understanding

Developed from Bradford & Brown, *America's Army: A Model for Interagency Effectiveness* (2008); and Ibid., *Landpower Essay. Teams of Leaders: The Next Multiplier* (2007)

ToL – Filling the Gap

Today's Typical Team

- Differing views of team mission / purpose
- Vague goals, responsibilities and assignments not defined
- Misunderstanding between team members
- Availability is a skill (location)
- E-mail is only form of communication
- Disorganized content
- Lack of common workspace

High Performing Leader Team

-Shared Vision / Purpose

-Shared trust and respect between team members

-Team competence > sum of individuals

- Confident team members understand what they are responsible for and are mutually accountable

-Effective Communication

-Established procedures

-Organized content

… with technology *and* behaviors

*The **second** section answers why we need to develop HPLTs and offers three quick how-to's.*

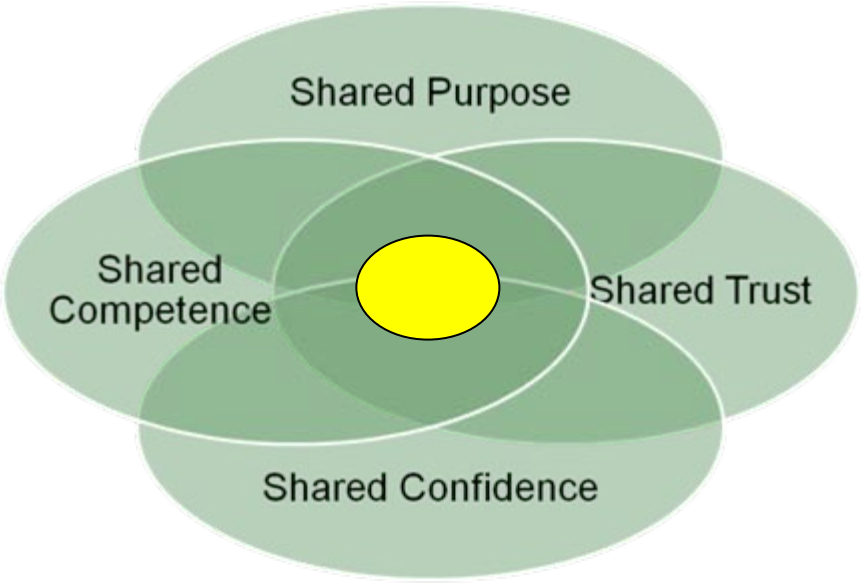
Section 2: Develop High-Performing Leader Teams

Chapter 2.1: Why High-Performing Leader Teams? ← *Why the need for HPLTs*

Chapter 2.2: Developing Qualities of High Performance ← *Start developing qualities*

Chapter 2.3: Hasty Team Launch ← *Get going quickly*

Chapter 2.4: Facilitating Virtual Meetings ← *Conduct better meetings*



- Four qualities identified by LTG (RET) Fredrick J. Brown as fundamental to high-performance
- **SHARED** character of Purpose, Trust, Competence, and Confidence critical to leader teams

Leader Team Development

Combination of Dr. FJ Brown's four qualities of high-performance and NetAge network model

Trust

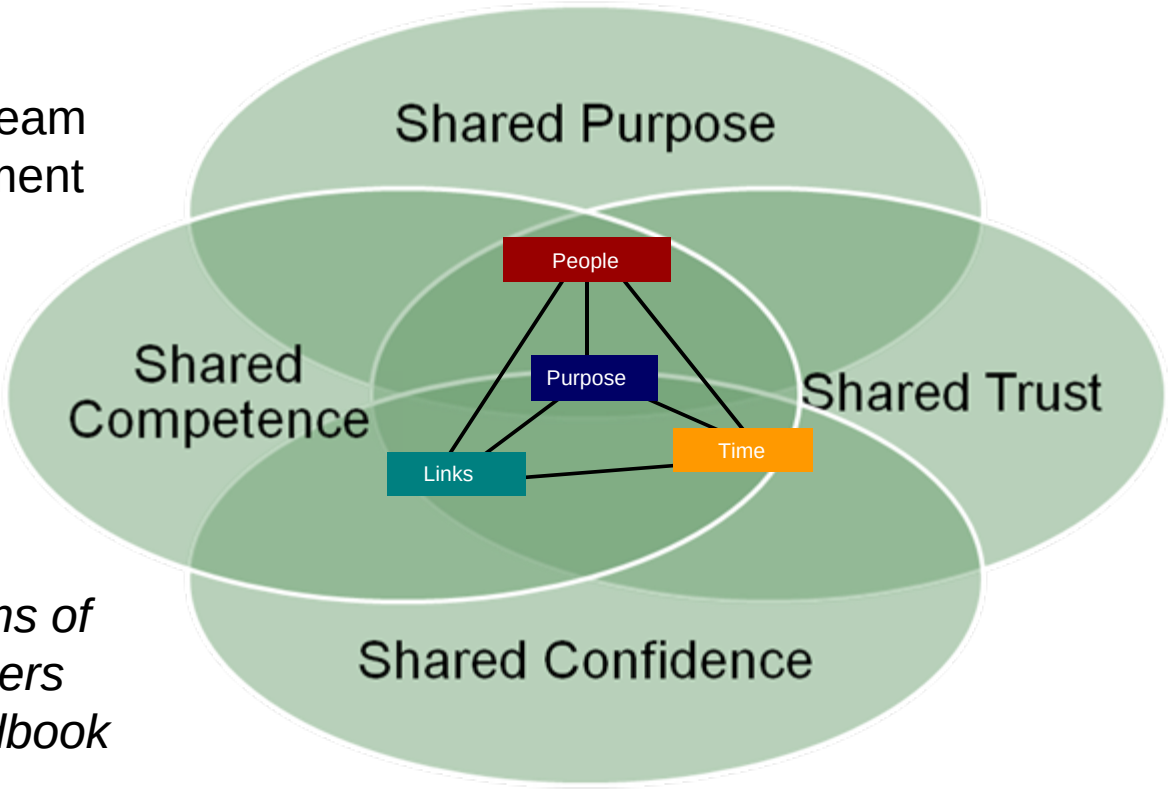
Purpose

Confidence

Competence

Leader Team Development

Teams of Leaders Handbook



Shared Skills, Knowledge, and Attitudes

Section 3: Collaborate

Chapter 3.1: Basic Principles and Model

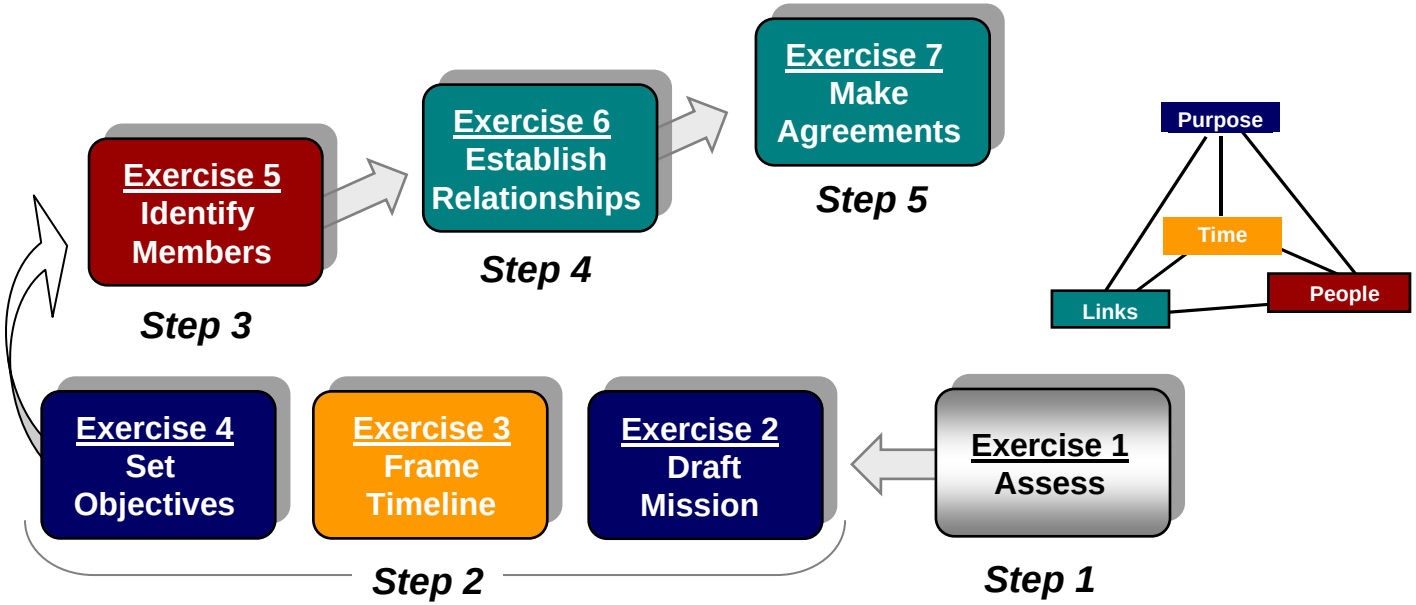
Chapter 3.2: Leader Team Launch Process

Chapter 3.3: Virtual Team Room

Chapter 3.4: Consensus Building

Chapter 3.5: Intercultural Differences

*The **third** section addresses processes and issues of collaboration…*



ToL Team Room Template in SharePoint

Section 4: Communicate

Chapter 4.1: Common Team Communication Tools

Chapter 4.2: Process for Choosing Communication Tools

Chapter 4.3: Evaluating Available Technologies

Chapter 4.4: ToL Communication and Information Services

*…while the **fourth** focuses on the tools of communication for teams and organizations.*

Common Team Communication Tools

- Face-to-face
- Phone
- Email
- Audio Conferencing
- Video Conferencing
- Screen Sharing
- Document Repository
- Discussion Threads
- Virtual Team Room

Chart 1

Regular Processes

- Brainstorming
- Planning
- Scheduling
- Tracking
- Situational Awareness

Chart 2

Work Processes

- Launching
- Gathering
- Developing
- Distributing
- Training

Chart 3

Collaboration Factors

- Place
- Time
- Size
- Schedules
- Interaction

Chart 4

Information Types

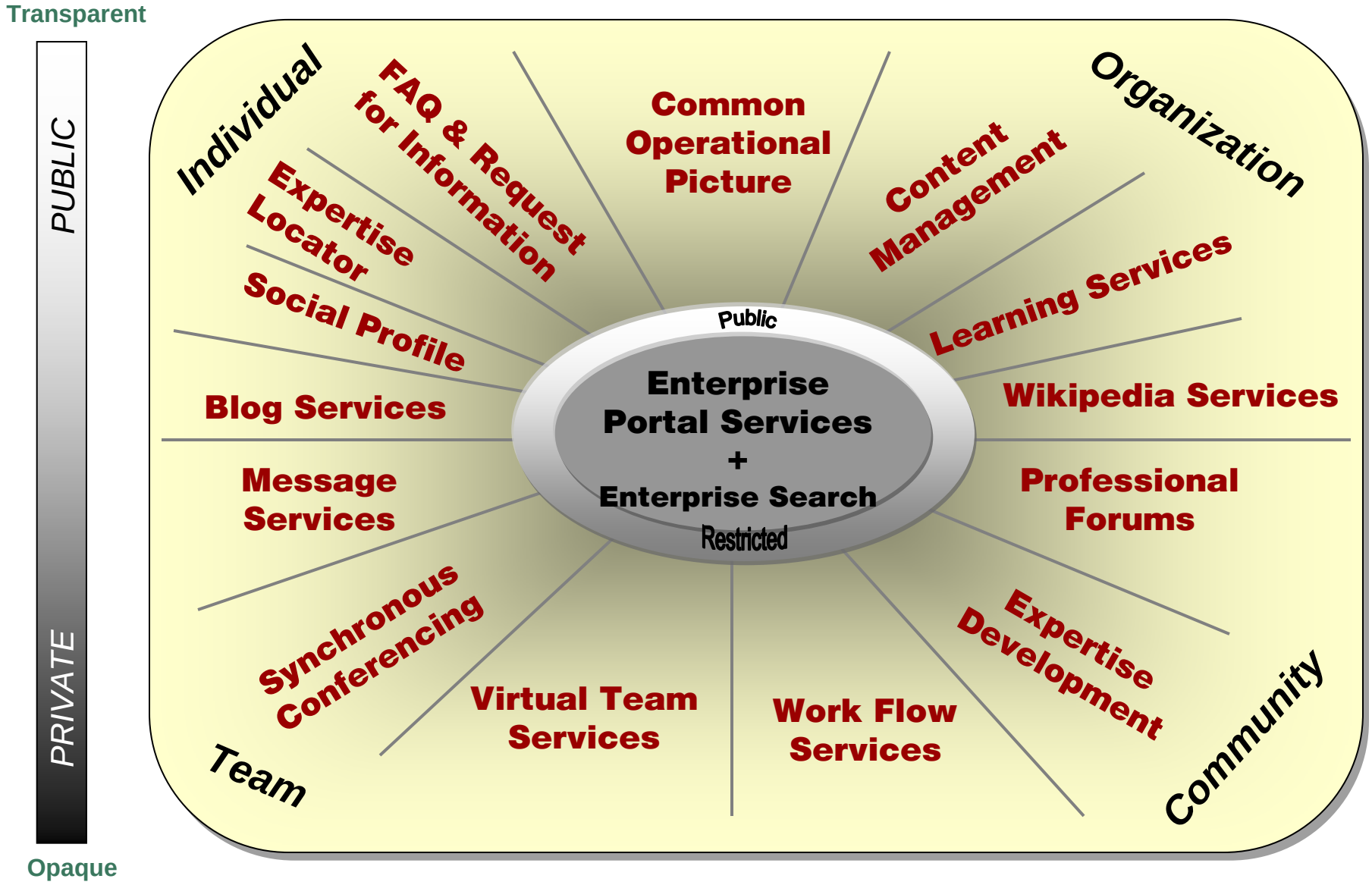
- Verbal
- Textual
- Graphical
- Pictures
- Video

Chart 5

Tool Characteristics

- Memory
- Identifiable
- Structured

Teams of Leaders
Information Services Wheel



Section 5: Leader Team Exercises

***Fifth** section contains exercises that develop the four qualities of high performance:*

Shared Vision
Shared Trust
Shared Confidence
Shared Competence

Section 5: Leader Team Exercises

Chapter 5.1: Building Leader Team Expertise

Chapter 5.2: Selecting Your Leader Team Exercises

Chapter 5.3: Leader Team Exercise Toolkit

Chapter 5.4: LTX Facilitation and Coaching Techniques

Chapter 5.5: Developing Leader Team Exercises

Chapter 5.6: Creating Vignettes

To develop shared…

	Vision	Trust	Confidence	Competence
Rapid Planning Exercise	**X**	X	**X**	X
Team Calibration Exercise	**X**	**X**	X	X
Pre-Mortem	**X**	**X**	**X**	X
Hasty Vignettes	**X**	**X**	**X**	**X**
Deliberate Vignettes	X	**X**	**X**	X
Decision-Making Critique		**X**	**X**	X
Leader's Intent Exercise	**X**	X		X
After Action Review	X	**X**	X	X

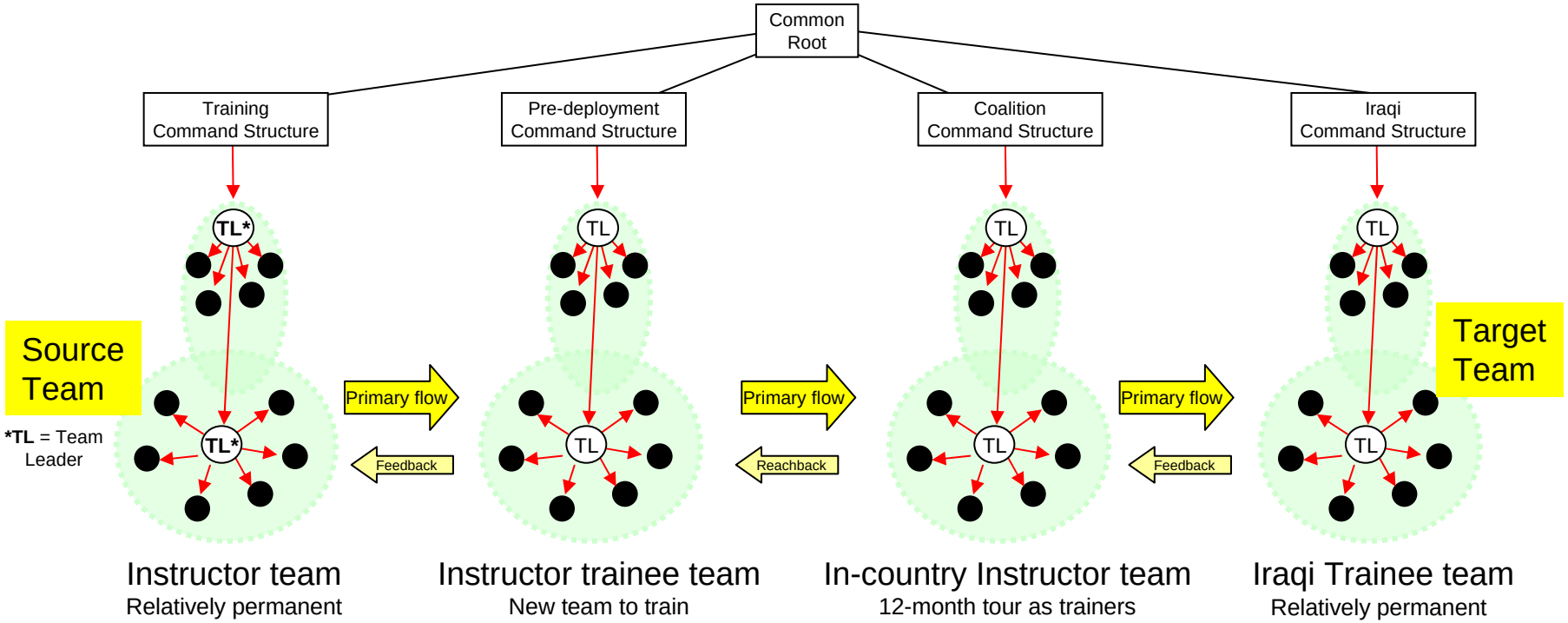
Note: The **bold X** indicates which qualities the specific LTX is best suited to develop. Each LTX used properly develops confidence

Section 6: Context and Contacts

Chapter 6.1: Hierarchies and Networks

Chapter 6.2: Transferring / Sharing Across Learning Organization

*The **sixth**, and final, section that describes the larger context of change, the logic of leader teams, and ToL resources.*



Jessica Leads Discussion of ToL Learnings from the Day