



Knowledge & information exploitation in defence

Bringing together people, processes, information and technology
to consistently exploit knowledge and information assets

Two-day conference:
29-30 November 2004, Central London

Discover how to:

- Exploit knowledge embedded in people and processes
- Develop an open and team-based culture
- Change ways of working and promote collaboration
- Gather and share best practice and lessons learnt

Hear from:

Ministry of Defence
Defence Logistics Organisation
Cranfield University
Rolls-Royce Defence Aerospace
IBM

Post-conference workshops

1 December 2004

**Workshop A: Information and
knowledge management – bridging the
gap between fact and fiction**

*Facilitated by Mike Jenkins, Horizon
Consultants*

**Workshop B: Know your value, value
what you know: How to map, measure
and manage the human capital in
knowledge and information systems**

Facilitated by Mick Cope, WizOz

Researched by:



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Knowledge & information exploitation

Bringing together people, processes, information and technology to consistently exploit knowledge and information assets

29-30 November 2004
Central London

"If you know the enemy and know yourself, you need not fear the result of a hundred battles. If you know yourself but not the enemy, for every victory gained you will also suffer a defeat. If you know neither the enemy nor yourself, you will succumb in every battle." Sun Tzu, *The Art of War*

It is clear that for centuries, enlightened defence leaders, like academics and business leaders, have appreciated the value of knowledge. But what is the use of knowledge if we are unable to exploit it to its full effect?

In today's era of new and emerging threats where the tempo of operations is higher and the level of certainty is lower, with defence budget cuts forcing us to adopt a leaner, more efficient organisation (though more economical, these new structures are thinner and less conducive to tacit knowledge sharing) the need for effective knowledge management is greater than ever. In order for us to improve the efficiency and effectiveness of our decision making and delivery of defence outputs, we need to exploit the

knowledge embodied in our people and embedded in the ways we work as much as we need to exploit our information.

Ark Group's **Knowledge & information exploitation in defence** conference addresses the biggest challenges in exploiting people, processes, information and technology. Specific presentations on a number of the key principles and strategies, current projects, hard-earned experiences and successful case studies demonstrate new ways to ensure we gather our data, build our information and create and transfer our collective knowledge within a knowledge-sharing environment.

This two-day event will examine how to:

- Obtain senior level buy-in and overcome barriers
- Build knowledge sharing relations and strategies with industry
- Enable information exploitation from knowledge working
- Develop and implement a realistic KM strategy
- Improve organisational knowledge and deliver valuable insight



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Day One – Monday 29 November 2004

- 08.30 **Registration and refreshments**
- 09.00 **Chairman's opening remarks**
John Campbell, Managing Director, JC Consulting
- 09.15 **Exploiting information & knowledge in the MOD & the Armed Forces**
 - Understanding the terms knowledge management, information management and information exploitation
 - The Information Exploitation (IX) Knowledge Strategy and the IX Programme
 - What are our drivers for coherent IX across Defence and how will we achieve it?
 - Ensuring effective management and re-use of information
 - Minimalising the burden of transactional or routine data processing and the number of times information has be re-entered
 - Capitalizing on work done: Complying to an established architectural framework*Colonel Brian Gorski, Deputy Director Information Exploitation, Ministry of Defence*
- 10.00 **Knowledge management in the MOD Head Office**
 - Collaborative working
 - The technical solution
 - The culture
 - Lessons learnt*Simon Mephram, Virtual Environment Delivery Manager, Ministry of Defence*
- 10.45 **Morning coffee break**
- 11.15 **Network Enabled Capability: The importance of information superiority**
 - Providing dynamic access to the required information and situational awareness
 - Tempo begins at home - the need to share appropriate information across the battle and business space
 - Defining the 'kernel' of NEC and driving its implementation
 - Critical infrastructure for NEC
 - Developing people, training, procedures and organisations to satisfactorily conduct information management leading to IX in an evolving NEC environment*Brigadier Nigel Jackson MBE, Director Command & Battlespace Management and Defence J6, Ministry of Defence*
- 12.00 **The DLO's IKM Strategy**
 - How business models seek to advance, influence and affect information strategies
 - How working closer with industry informs the information management approach to take*Group Captain Simon Kinder MBE, Assistant Director for Information Knowledge Management, Defence Logistics Organisation*
- 12.45 **Networking lunch break**
- 13.45 **Information chain management for security missions**
 - Global Information Strategy
 - Information logistics and exploitation for strategic, doctrinal, tactical, intelligence, political and security activities
 - The role and instruments of open-source intelligence in the defence sector and government today*Colonel Paul Krüger, Former Chief Planning Division, Swiss Armed Forces, Lecturer, National Institute of Technology and University of Zurich*
- 14.30 **Information Management Strategy**
 - The Information Management Strategy
 - How knowledge working enables information exploitation
 - Standardising how business areas manage their information whilst allowing for a degree of flexibility in how they carry out their business processes
 - A Corporate Reference Information Strategy*Lieutenant Commander Iain Cattroll, Information Management Desk Officer, Director General Information, Ministry of Defence*
- 15.15 **Afternoon coffee break**
- 15.45 **Developing a collaborative working environment**
 - Building communities of practice
 - Encouraging team-based ways of working*Group Captain Mark Neal, Head of Information Knowledge Management & Capability Change Team, Defence Logistics Organisation*
- 16.30 **Shared working & lessons learnt**
 - Building open and honest relationships between buyers and suppliers
 - Gathering and sharing best practice*Commander Andy Basson, Team Leader Log IX Group, Defence Logistics Organisation*
- 17.15 **Chairman's closing remarks**
- 17.30 **Close of day one**

Day Two – Tuesday 30 November 2004

08.30 **Registration and refreshments**

09.00 **Chairman's opening remarks**

John Campbell, Managing Director, JC Consulting

09.15 **Making effective use of knowledge**

- The concept of intangible assets
- What is the relevance to defence KM initiatives?
- What don't we know?
- Managing intangible assets
- Some thoughts on the implications of future technology

Jan de Vos, Academic Leader for Information Systems Strategy and Planning (ISSP) MSc, Lecturer in Info Sys and KM, Cranfield University

10.00 **Changing the culture**

- Allowing different minds that work in different ways to engage and work together to share knowledge
- Developing an open and team-based culture and building communities of interest
- Assessing the outcomes of information exploitation activities
- Changing ways of working and promoting collaboration

Steven Harland, Director, Gregory Harland

10.45 **Morning coffee break**

11.15 **Managing knowledge without depending on it**

- Knowledge issues in the defence industry
- Non-IT dependent KM tools and techniques
- Lessons learnt from embedding KM in defence aerospace
- Getting buy-in and overcoming barriers
- Simple KM techniques to take home

Darius Baria, Head of Knowledge Management, Rolls-Royce Defence Aerospace

12.00 **Knowledge working in defence: Challenging the status quo**

- Knowing what we know; knowing ourselves
- Mapping a path forward
- The importance of rocking the boat
- In pursuit of learning
- The advantage of chaos

Major Paddy Redding, Information Manager for Policy and Commitments, Ministry of Defence

12.45 **Networking lunch break**

13.45 **The Defence Intranet Programme**

- The Defence Intranet Programme; an information exploitation imperative
- Design and implementation approach
- Benefits and lessons so far
- Future plans and priorities

Andy Curtis, Managing Consultant, IBM

14.30 **Afternoon coffee break**

15.00 **Achieving information coherence in the business and battle space**

- Achieving coherence of information exploitation across a fixed and deployed environment
- Ensuring interoperability and coherence between diverse CIS in the business and battle space
- What information does the user need and have we captured it so that we can all understand it?
- Information coherence at an application level and the use of CBML
- Clearly defining our needs for the commercial arena

Martin Richley, Head of Army's Information Coherence Group, Ministry of Defence

15.45 **Coping with the information agenda: The naval sector approach**

- Facing a complex array of information-related requirements and constraints on the front line
- Establishing a coherent response has proved problematic
- A "Roadmap" to identify key activities and their interrelationships
- Improving organisational knowledge and delivering valuable insight

Lieutenant Commander John McNaughton RN, Information Policy 1 (CIS Division), CinCFleet Headquarters, Ministry of Defence

16.30 **Chairman's closing remarks**

16.45 **Close of conference**

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Post-conference workshop A

Wednesday 1 December 2004, 9.30 – 12.30

Information and knowledge management – bridging the gap between fact and fiction

The MOD is struggling with many of the same issues as the commercial sector. However, successive reductions in resources, the increasing frequency of expeditionary operations and the changes in political direction have combined to create a unique challenge. In the face of such a challenge how do we continue to support the frontline effectively?

One of the significant levers of change involves improved data, information and knowledge management systems to enable people to work faster and smarter. However, there are a number of obstacles to overcome: the number of legacy systems; many disparate processes; a structure based around function; and a history of failure in the implementation of public sector information systems.

This session will examine some of the challenges concerning data, information and knowledge management, particularly in relation to strategy, people and infrastructure, and explore a number of possible solutions. Nevertheless, there is no panacea and those who place undue reliance on technology and ignore the softer, perhaps more difficult issues surrounding culture and process do so at their peril.

09.00	Registration and refreshments	10.45	Networking coffee break
09.30	The challenges in managing data, information and knowledge	11.00	Understanding knowledge, devising a practical way forward and producing an outline route map
10.15	The key lessons and issues presented at the conference	12.30	Close of workshop

About your workshop leader

Mike Jenkins has spent over 25 years working with both the MOD and Industry. This has included extensive involvement in data, information and knowledge management systems and processes; in particular, he has been responsible for the implementation of a corporate information infrastructure together with the associated management of change programme and process initiatives. He is currently the Managing Director of Horizon Consultants.

Post-conference workshop B

Wednesday 1 December 2004, 13.30 - 16.30

Know your value, value what you know: How to map, measure and manage the human capital in knowledge and information systems

This session is designed to help people consider how to optimise the intangible knowledge factors within their team or business. It challenges the hype surrounding knowledge management and tries to tackle the real issue that organisations face as they try to recoup the investment in information systems. Knowledge management is not just about systems, processes and communication plans! It is about helping people understand how to manage their personal intellectual capital.

13.00	Registration and refreshments	15.15	Networking coffee break
13.30	The nature of personal capital and the need to manage the three aspects, stock, currency and flow	15.30	The flow factor: how to move from knowledge discovery to knowledge delivery
14.15	Knowledge stock: the explicit-tacit bridge	16.00	The K-Profile: mapping the whole person and their contribution to the information and knowledge cycle
14.45	Knowledge currency: the affective, behaviour and cognitive dimensions	16.30	Close of workshop

About your workshop leader

Mick Cope is founder of WizOz, a network organisation that seeks to help people and businesses optimise their potential. He has three roles in his professional life as a coach, author and head of WizOz Ltd.

As an author he has published seven books to date; Leading the Organisation to Learn; Seven Cs of Consulting; Know your value? Value what you know; Lead Yourself, Float-You, Personal Networking and 7Cs of Coaching. He is currently in the process of writing his current book which tries to surface and understand just why people are unable to achieve the things they most want to accomplish in life.



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