

United States Special Operations Command



(U) Culture of Innovation and Trust: Initial Briefing

Commander's Innovation Group

06 SEP 2012



Background

Mission: Explore opportunities to optimize headquarters effectiveness, efficiency, and overall performance through a culture of innovation and trust.

*** Generate a discussion and collaboration ***

- **Volunteers exploring the realm of the possible**
- **Working in coordination with J54 – Jan 2013 Innovation Conference**



Risk vs. Reward

- **Attempt to view all opportunities barrier free**

- **Risk**
 - **Policies**
 - Asking for change / exceptions as required
 - **Cost of change (effectiveness, continuity)**

- **Reward**
 - **Value / Return on Investment (ROI)**
 - **Efficacy / quality**
 - **Customer service to GCCs / TSOCs / Components**



Methodology

- **Define the problem:**

CDR desires increased communications, cooperation, efficiency, and “flattening” within HQ. A cultural transformation will enable accomplishment and increase collaboration and trust.

- **Study the existing approaches:**

Site visits and collaboration with corporate gold standards

- **Develop a hypothesis:**

Identify levers that will allow SOCOM to unlock value (people, process, technology enablers)

- **Implement, Refine, Scale:**

Do not identify barriers, identify VALUE. Fail fast, fail early



Secretary of Defense Corporate Fellows





Culture of Trust

McKinsey&Company

McKinsey Global Institute



July 2012

The social economy:
Unlocking value and
productivity through
social technologies



To reap the full benefit of social technologies, organizations must transform their structures, processes, and cultures: they will need to become more open and nonhierarchical and to create a culture of trust. Ultimately, the power of social technologies hinges on the full and enthusiastic participation of employees who are not afraid to share their thoughts and trust that their contributions will be respected. Creating these conditions will be far more challenging than implementing the technologies themselves.



Good to Great

Social technologies today ...

>1.5 billion

Number of social networking users globally

80%

Proportion of total online users who interact with social networks regularly

70%

Proportion of companies using social technologies

90%

Proportion of companies using social technologies that report some business benefit from them

28 hours

Time each week spent by knowledge workers writing e-mails, searching for information, and collaborating internally

Graphic courtesy of Paul Butler, "Visualizing friendships," Facebook note, December 11, 2010

... and their untapped potential

**\$900 billion–
1.3 trillion**

Annual value that could be unlocked by social technologies in four sectors

1/3 Share of consumer spending that could be influenced by social shopping

2x Potential value from better enterprise communication and collaboration compared with other social technology benefits

3% Share of companies that derive substantial benefit from social technologies across all stakeholders: customers, employees, and business partners

20–25%

Potential improvement possible in knowledge worker productivity



Good to Great

Social technologies today ...

>1.5 billion

Number of social networking users globally

80%

Proportion of total online users who interact with social networks regularly

70%

Proportion of companies using social technologies

90%

Proportion of companies using social technologies that report some business benefit from them

28 hours

Time each week spent by knowledge workers writing e-mails, searching for information, and collaborating internally

Graphic courtesy of Paul Butler, "Visualizing friendships," Facebook note, December 11, 2010

... and their untapped potential

**\$900 billion–
1.3 trillion**

Annual value that could be unlocked by social technologies in four sectors

1/3 Share of consumer spending that could be influenced by social shopping

2x Potential value from better enterprise communication and collaboration compared with other social technology benefits

3% Share of companies that derive substantial benefit from social technologies across all stakeholders: customers, employees, and business partners

20–25%

Potential improvement possible in knowledge worker productivity



Hypothesis: Three Levers

- **Personnel**
- **Technology enablers / work environment**
- **Process**



Personnel – Asset and Liability

Goods

- **Generally senior in rank**
 - Retired, NCO, O4+
 - CTR
- **Rich in experience**
 - Broad professional backgrounds
 - Military, academic, industry, contractor

Others

- **Generally senior in rank**
 - Raised in hierarchical, top-down environment
 - Gen Y+ (not savvy in social technology)
 - Follow institutionalized problem-solving process
- **Rich in experience**
 - Rely on previous experiences to draw conclusions
 - Have historical precedent that can stifle change

Trained to find flaws / liability / risk in new ideas.....Innovative cultures attempt to find value (partial or whole)



Hypothesis: Personnel

- **Staff expertise and experiences are not captured**
 - Lacking a means to find and leverage command expertise

- **Stove-piped contributions to problem sets**
 - FEA: “High reviewer-to-doer ratio”
 - Functionally aligned – underutilize past experiences

- **Workforce set in their ways – resistant to change (NOCOM)**



Hypothesis: Social Technologies

Definition - IT products and services that enable the formation and operation of online communities, where participants have distributed access to content and distributed rights to create, add, and/or modify content.

- McKinsey Global Institute, *The social economy: Unlocking value and productivity through social technologies*



Social Technology Adoption

- **Raise the productivity of “knowledge workers”**
 - Streamlines communication and collaboration
 - Lowers barriers between functional silos
 - Brings in additional knowledge and expertise

- **Tools are useless unless accompanied by culture**
 - Transformation of organizational structures, processes and practices
 - Culture must be compatible with sharing and openness

- **Tools are useless if you do not use them**

Greatest benefits realized by organizations that have or can develop open, non-heirarchical, knowledge-sharing cultures



Technology

- **Mobility / availability of hardware**

- **Collaboration tools**
 - **Google**
 - 50 people can modify a document SIMULTANEOUSLY
 - Communications / SVTC / document viewing resident in one application
 - **Microsoft**
 - Calendar overlays
 - SharePoint becomes web-like

- **Portability**
 - **Travel with access certifications**
 - **Minimize storage on device**



Hypothesis: Working Environment

- **Walled environment**

- **Minimal collaborative spaces**
 - Spaces do not have hardware to collaborate
 - No portable LAN access (drops / wireless)
 - High utilization rates

- **Functionally aligned**
 - No mobility options
 - No options for “problem-aligned” workspace
 - POM
 - QDR
 - Asia Pacific Rebalance



Hypothesis: Process

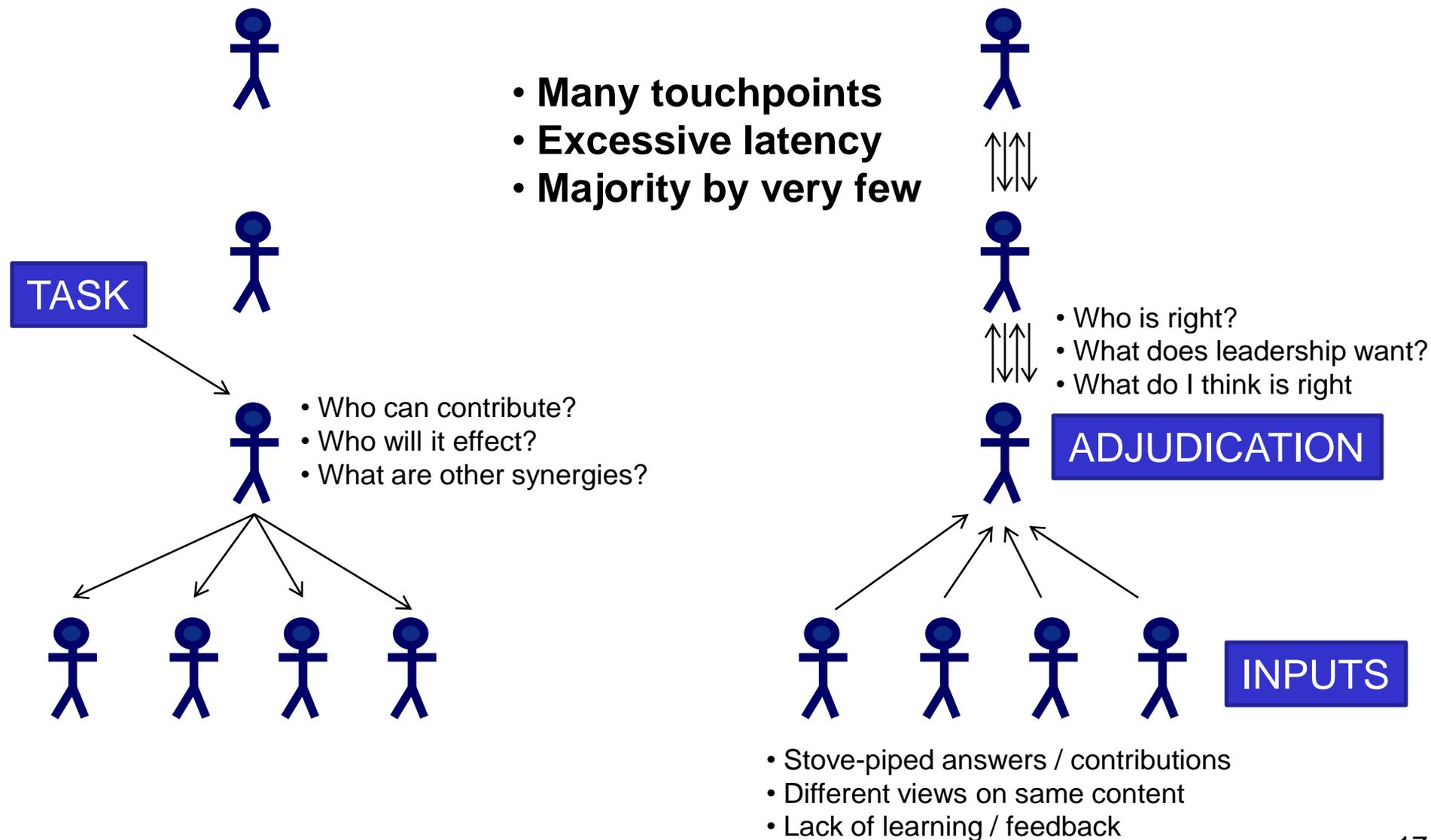
- **Stove-piped approach to task accomplishment**
 - TMT creates sequential vice simultaneous problem solving
 - Task and problem set often not socialized until final product

- **Limited distribution of products**

- **Poor data management**

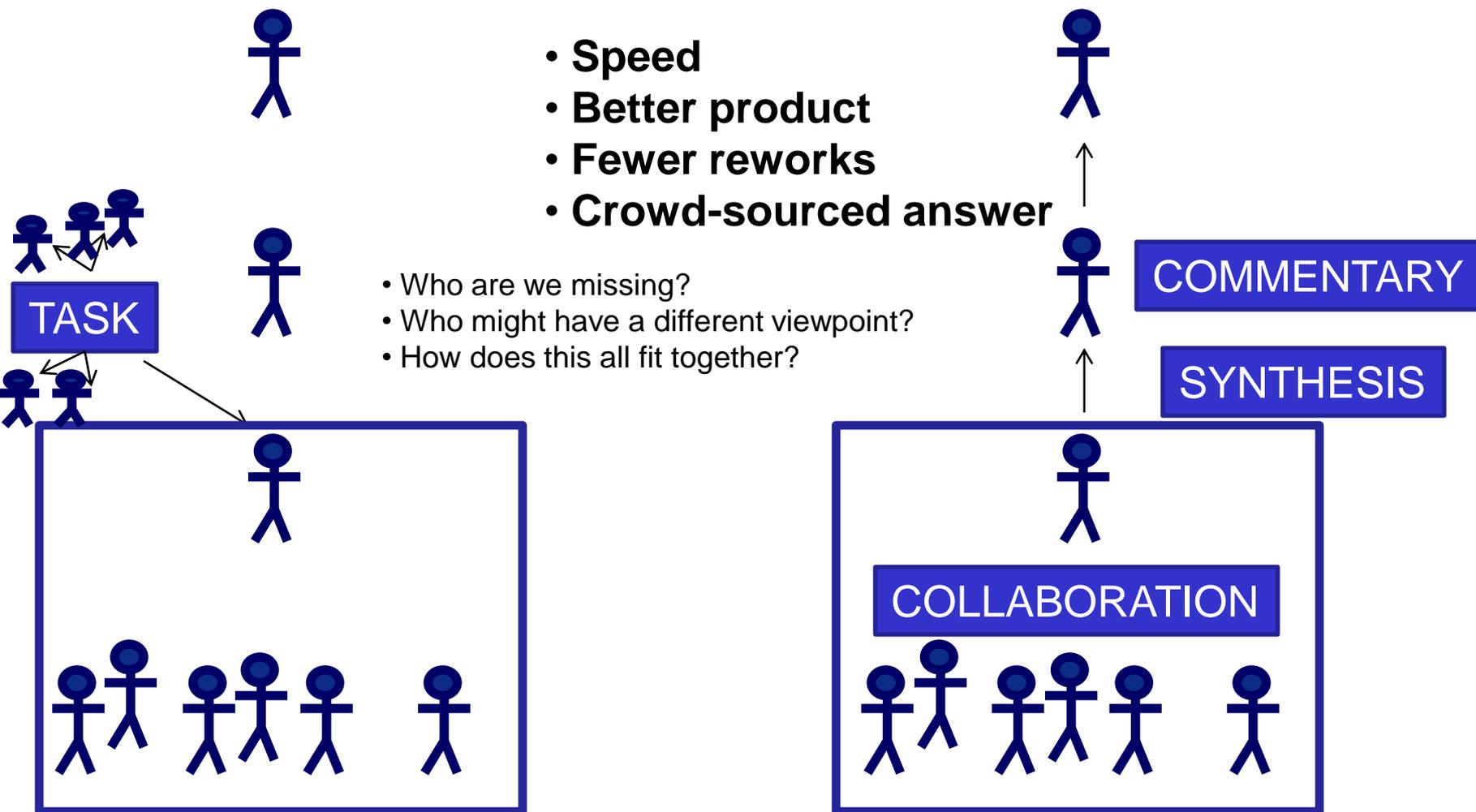


Diagram of TMT Process





Collaborative Process



- Cross-functional learning
- Collective decisions
- Standardization – who and why



Hypothesis: Process

- **Stove-piped approach to task accomplishment**

- **Limited distribution of products**
 - Non-institutionalized distribution and posting of documents
 - Difficult to search for applicable documents
 - Email is primary distribution tool

- **Poor data management**

Make Y! your homepage



Web Images Video Local News More

Search input field

Search button

Thursday, September 6, 2012

SIGN IN New here? Sign Up

MAIL Check e

YAHOO! SITES

- Autos
- Dating
- Finance (Dow)
- Flickr
- Games
- Horoscopes
- Jobs
- Mail
- Messenger
- Movies
- Music
- My Yahoo!
- News
- omg!
- Real Estate
- Screen



Fiery Bill Clinton brings DNC to its feet

The former president veers off-script more than once as he issues a sharp defense of Obama. 'Burns for America' >>

- Top 5 moments of night
- Voters rate Clinton speech
- Full convention coverage



Clinton whips up crowd



Giant worm found in yard



Girl's surprising reward



Chilling play for pitcher



Fighter pays for showing off

1 - 5 of 65



NEWS



Where was Hillary during Bill's DNC speech? Co-chair of State, Hillary Clinton was nearly 10,000

TRENDING NOW

- | | |
|--------------------------|-----------------------|
| 01 Eddie Murphy | 06 Scarlett Johansson |
| 02 World's richest woman | 07 Natalie Portman |
| 03 Pickler shaves head | 08 Joe Frazier |
| 04 Honey Boo Boo | 09 Baby Gabriel case |
| 05 Herceptin | 10 Mortgage rates |

AdChoices

Ad Feedback

YAHOO!

Sign In | New here? Sign Up

Search

Search

- News
- omg!
- Real Estate
- Screen
- Shine
- Shopping
- Sports
- Travel
- TV
- Weather (68°F)

More Y! Sites

FAVORITES

- Yahoo! on FB
- Yahoo! on Twitter
- Add Favorite

FEATURED PARTNERS

Univ. of Phoenix

ADVERTISEMENT

carnival games vs. Ann Romney mansion for rent pastas manning jersey

21 - 25 of 65

NEWS



Where was Hillary during Bill's DNC speech?

Secretary of State Hillary Clinton was nearly 10,000 miles away when her husband delivered his address.

- Fact check: 4.5 million new jobs created under Obama?
- Girl found alive in car hours after French car killings
- Bob Woodward book reveals explosive details on failed debt deal
- What voters thought of Bill Clinton's DNC speech
- Jet skier who killed 16-year-old in Hawaii crash to be released
- Ben & Jerry's sues over X-rated 'Ben & Cherry's'
- Calif. treasurer's wife arrested on drug charges
- Illinois boy wins \$1,000, donates money to neighbor fighting...
- Calif. bank robbed; device strapped to manager

Politics · Video · Photos · Local · Opinion · Trending Now · Weather

Show Less News

updated 7:25 AM

Markets: Dow: 13,047.48 0.09% S&P: 1,403.44 -0.11%

Enter stock symbol

Get Quotes

POLITICS



Hackers claim to have Romney's tax returns

The Secret Service probes whether the alleged threat against the Republican presidential nominee is legit.

• ESSAY: Deconstructing Barack Obama the orator

GET IT NOW
Restrictions Apply.

Free shipping. While supplies last.

Ad Feedback

MUST-SEE VIDEOS ON YAHOO!

EXCLUSIVE

Exclusive look at 'Christmas Story 2' (Yahoo! News)

Sick trick shots by baseball legend's son

Marine gets a heart-warming welcome

State fair's crazier foods on a stick

MOST POPULAR

Standout football field An Oregon team will play its games on a unique surface.

Face-to-face with tiger shark (VIDEO) Predator charged at diver 15 times.

Simpson wants old body back Simpson...

[View more stories](#)

Editor's choice

What Ryan marathon 'Oops' tells us

How to do Beijing's 'big four'

Murderer's pardon stirs war fears

UK: Rich nation but some kids hungry

CNN IMPACT WORLD
MAKE A DIFFERENCE
ADVERTISEMENT

Navy veteran swimming for gold

Six-day work week in Greece?

Business »

- Critical eurozone debt meeting for ECB
- Greeks pushed to work more to pay debt
- Ailing Qantas signs Emirates deal
- Nokia sinks on lackluster Lumias
- Study: Sweden is Internet champs
- Chinese media takes on Africa

[More](#)

World Sport »

- Paralympics: Day eight live blog
- Tennis: Sharapova, Serena in semis
- Football: Bolt to play for Man Utd?
- Football: Owen move to Stoke cleared
- Motorsport: First for China F1 driver
- Motorsport: Alonso claims title edge
- NFL: Replacement refs in 1st week

[More](#)

Daily Snapshot »

My, what big teeth you have

• [Send your images to iReport](#)

[More](#)

IN ASSOCIATION WITH **Nikon**

CNN TV »

Live Coverage This Week

CNN is -Live- at the Democratic National Convention in Charlotte! Join Isha Sesia
CNN>NewsCenter - Mon-Thu: 2030
London, 2130 Berlin, 2330 Abu Dhabi

[Programs](#)

[CNN TV Schedule](#) | [What's on?](#)

Opinion »

- Can Castro win over Latino skeptics?
- What Ryan's marathon 'Oops' tells us

Tech »

- Kickstarter to users: Backer beware
- Study: Sweden is best at using Internet

Eurozone crisis »



Most Popular »

- Young girl found alive among dead bodies in France

[View more stories](#)

Commander's Corner



What Ryan marathon 'Oops' tells us



How to do Beijing's 'big four'



Murderer's pardon stirs war fears



UK: Rich nation but some kids hungry



ADVERTISEMENT



Navy veteran swimming for gold



Six-day work week in Greece?

WO Update

- Critical eurozone debt meeting for ECB
- Greeks pushed to work more to pay debt
- Ailing Qantas signs Emirates deal
- Nokia sinks on lackluster Lumias
- Study: Sweden is Internet champs
- Chinese media takes on Africa

[More](#)

J1 Important Notes

- Paralympics: Day eight live blog
- Tennis: Sharapova, Serena in semis
- Football: Bolt to play for Man Utd?
- Football: Owen move to Stoke cleared
- Motorsport: First for China F1 driver
- Motorsport: Alonso claims title edge
- NFL: Replacement refs in 1st week

[More](#)

Day's Events



My, what big teeth you have

• [Send your images to iReport](#)

[More](#)

IN ASSOCIATION WITH **Nikon**

Standardization N



Live Coverage This Week

CNN is -Live- at the Democratic National Convention in Charlotte! Join Isha Sesia
CNN>NewsCenter - Mon-Thu: 2030
London, 2130 Berlin, 2330 Abu Dhabi

[Programs](#)

[CNN TV Schedule](#) | [What's on?](#)

Looking for help

- Can Castro win over Latino skeptics?
- What Ryan's marathon 'Oops' tells us

Recent Publications

- [Kickstarter to users: Backer beware](#)
- [Study: Sweden is best at using Internet](#)

Eurozone crisis »



Most Popular »

- [Young girl found alive among dead bodies in France](#)



Hypothesis: Process

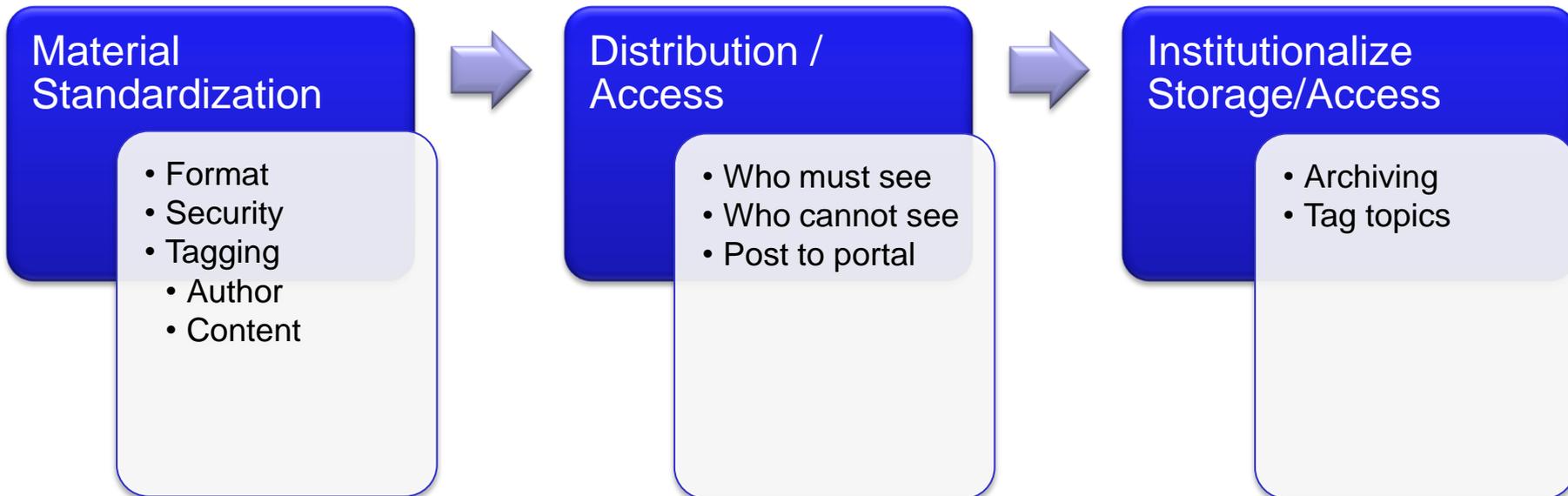
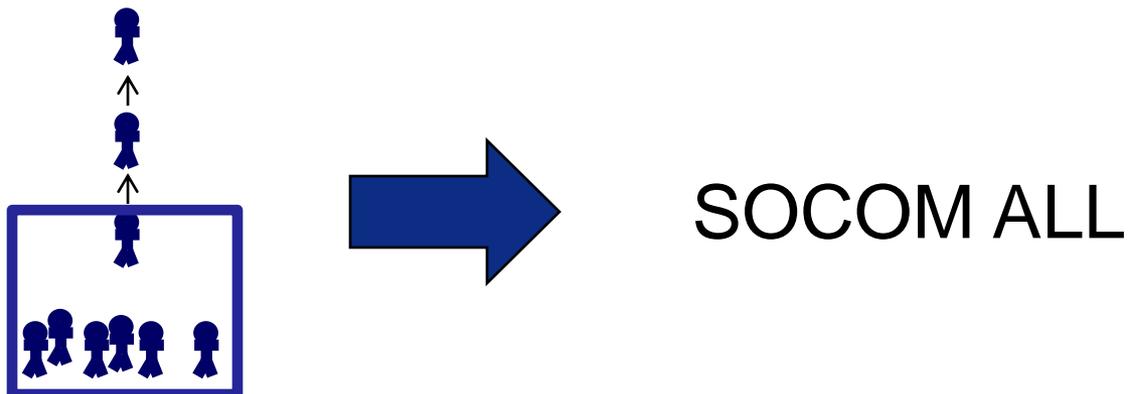
- **Stove-piped approach to task accomplishment**

- **Limited distribution of products**

- **Poor data management**
 - Version control
 - Historical data
 - Non-standardized historical archiving



Data Management Example





QUESTIONS