

Building a culture of Innovation: TOPICS/AREAS to Innovate

Purpose: Educate the Commander and staff on the ingredients necessary to create a more innovative culture. Acknowledge innovative thoughts and ideas and its integration into SOCOM. Empower the staff to sustain and maintain an innovative state of being and working environment.

Method: Three day conference of presentations, lectures, panelists and working groups; comprised of SOCOM's Staff and external experts

End State for conference: Provide command personnel with data points to inform a continuous process that will help USSOCOM adapt quickly to changing circumstances, improve effectiveness in staff functions and enhance our relevancy in an ever-changing national security environment

Desired working state for SOCOM: SOCOM Headquarters is positioned to best support the at large SOF enterprise and its customers with the most efficient, collaborative and informed Combatant headquarters in DoD.

<u>TOPIC AREAS</u>	<u>Understanding Innovation</u>	<u>Personal Narratives (successes/failures)</u>	<u>People Working Group</u>	<u>Processes Working Group</u>	<u>Systems Working Group</u>	<u>Structure Working Group</u>
<u>QUESTIONS SOCOM IS TRYING TO ANSWER</u>	<ul style="list-style-type: none"> --What is innovation? --Is innovation good, bad or important? --How do organizational objectives change innovation within an organization? --What are the downsides/pitfalls? --Can we identify an individual who can speak to several different theories/philosophy on innovation? 	<ul style="list-style-type: none"> --How do people adapt to an innovative culture? --What kinds of values, beliefs, attitudes do innovative people possess? --What motivates or empowers individuals to embrace an innovative culture? --How does an organization incentivize innovation? --How does an organization manage expectations? --How does an organization train and educate individuals to become more innovative? 	<ul style="list-style-type: none"> --How important is it to have leadership be a part of an innovative culture? --What are the issues that innovative people must deal with, how do they cope or keep up? --What incentivizes/empowers them? --What is "normal" friction associated with any attempt to become innovative? --Can you better prepare an incoming employee/staff officer? --How do you normalize innovation in SOCOM? 	<ul style="list-style-type: none"> --What processes add value to an innovative organizational structure? --What processes best support innovative systems/ideas? --What capabilities and must exist within our processes to optimize innovation? --What metrics can be used to determine if innovation is successful? --Is the process revolutionary or evolutionary? 	<ul style="list-style-type: none"> --How do systems support innovation? --What capabilities / qualities must exist within our systems to enhance or facilitate innovation? --How do we design systems to support a more innovative culture? (Personal management support systems). --What capabilities must exist within our systems to support the people/ processes and structure? 	<ul style="list-style-type: none"> --How do we optimize our organizational structure to facilitate a more innovative culture? (Flatter)? --How does physical layout of office space affect the innovative nature of our culture? --How do command relationships impact innovation?(Organizationally / Personally)
<u>TOOLS AND TECHNIQUES: EXPLORE VALUE-ADDED, SOLUTIONS, SOLUTIONS, FINDINGS AND LIMITATIONS TO ANSWER THE QUESTIONS</u>	Present DoD and private sector perspectives, academics are welcome, but caution theorist who have not actually innovated. Refer to engagement ROE below for more guidance.	These should address value gained by innovative applications, previous attempts to "innovation failed, was limited; how the staff responded or arrived at a less/different innovative solution.	Consider: ways that people are rewarded for innovation, apprehension, "normalizing" transformation; perpetuating a creative environment, increasing transparency, communication, TRUST, managing expectations; addressing self-limiting beliefs and motivation	Consider: collaboration, workflow, feedback from leadership, task management, workload, reviewer to doer ratio findings from the FEA.	Qualities of Systems: technology, social media, collaborative tools & models from other components of government; software, transparency.	Consider: Size, Physical Layout, Office Space, Flattening Organization, Division, directorate Relationship, Command Relationship of SOCOM.

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ROE for speakers/panelist: They have to be relevant, preferably current/up- to-date, interesting in person and agrees that SOCOM will cover cost of travel, lodging and meals IAW Federal Travel Regulations, i.e. pro-bono, not as an honorarium. SOCOM regularly consults with experts eager to assist SOF leadership with SOF and national security issues, the indirect compensation is that these individuals can add their participation with SOCOM to their BIO.

ROE for the working groups: Focus on value added, not barriers, do not solve all of SOCOM's problems, cover lots of ground using panelist and cross-leveling sessions. The assigned scribes' job will be to assist the facilitator and panelist with recording and populating the deliverables onto the conference webpage. This includes capturing new ideas, quick wins, limitations and actions for future consideration.

The working groups will convene as one large group at intervals throughout the three day conference to cross level their findings and provide a comprehensive brief to leadership that afternoon of Wednesday January 9th.

Senior Leadership series: Looking for speakers that can address effective communications in large organizations, topics might include providing feedback, transparency, empowering subordinates, reverse mentorship....

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SUSTAINING INNOVATION
LEADERSHIP CAPABILITIES**