United States Army Europe

Knowledge Management Strategy

DRAFT V1.0

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**This Document is unclassified in its entirety.**

**Message from the USAREUR Chief of Staff**

We are living in a constant state of change. In fact, change has become the new “normal” and is integrated in the way that we operate every day. In order to meet the demands of this changing environment, we must modify our business processes and technologies. We do this so that we can become more efficient, so that we can successfully deal with the growing volume of information, and so that we can continue to evolve and grow effective, integrated communication processes.

It is imperative that we view people, processes, and technology holistically. This includes understanding and effectively managing the migration of data to information and usable knowledge. It also includes recognizing the interdependencies of the technological infrastructure and business processes that support knowledge management. Integrating people, processes and technology will inherently force change in our functionalities, traditional staff, command relationships and the business processes of the entire USAREUR organization. It is an evolving process that requires developing, incorporating, managing and reengineering in order to gain efficiencies. All of this is the underpinning to the USAREUR Enterprise.

Knowledge management is the key to making change work for us. We need to leverage the power of knowledge management tools in order to utilize the ever increasing information available to us in a relevant, focused and timely manner. We must adapt our processes so that we share knowledge with purpose and protect the information exchanged between USAREUR directorates only by exception. We must question conventional wisdom, find new efficiencies, and we must change.

This is important. We need to do this. This is the future!

***NOT SIGNED…NOT REVIEWED***

ROBERT B. BROWN

BG(P), USA

USAREUR COS

USAREUR G2

Knowledge Management Strategy

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**INTRODUCTION**

The nature of our Army mission requires that we perform knowledge management activities. In fact, knowledge management has been a key element of our military operational success since our inception. It was not coined knowledge management, but knowledge management occurred in the way things were organized, decisions were made, the mission accomplished, and in the way military staffs were formed to provide knowledge for the commander. As the complexity of warfare increased, the size of these staffs expanded in order to perform two specific functions. First, the staff accomplished things for the commander that required specialized knowledge, insight, and expertise that he could not perform himself. Second, the staff gathered data, organized it, analyzed it, applied it to plans and decisions, and transferred this information to the commander so that he could make a “knowledgeable” informed decision. Knowledge was the purpose for the evolution of the military staff. (FM 6.01-1 Knowledge Management, 2008)

*Knowledge management is the art of creating, organizing, applying, and transferring knowledge to facilitate situational understanding and decision making.*

(FM 6.01-1 Knowledge Management, 2008)

The creation, organization, application and transference of knowledge occurred through a manual process, or took place within an individuals’ mind. Some collaboration did happen, but was usually constrained to a physical location. The development of information technology in the second half of the twentieth century brought new capabilities and vast quantities of information. It was this influx of information technologies and quantity of information that necessitated the development of more formal methods and means to manage knowledge. The Army embraced knowledge management as a discipline in 2003.

**Defining Army Knowledge Management**

The Army defines knowledge management as the art of creating, organizing, applying, and transferring knowledge to facilitate situational understanding and decision making. Three key outcomes are expected from the application of knowledge management:

* Improved organizational learning, innovation, and performance,
* Relevant, accurate, timely, and useable knowledge products for commanders and decision makers, and
* Increased operational effectiveness, superior decisions, and innovation. (FM 6.01-1 Knowledge Management, 2008)

Knowledge management exists to help commanders make informed, timely decisions. It enables effective collaboration by linking those that have knowledge with those that require knowledge at both the organizational and personal levels. It works hand-in-hand with the war fighter’s decision making cycle, and it enhances rapid adaptation in the midst of dynamic operations. Establishing processes and procedures for using technology in support of full spectrum operations will enable USAREUR to both share information and acquire necessary knowledge. The effectiveness of our knowledge management processes are accessed by considering whether it lessens the fog of war for decision makers, primary customers, internal and external staff elements, and other directorates.

The three major knowledge management components defined by FM 3-0 () as they relate to USAREUR are:

* **People**—individuals (inside and outside of the organization) who create, share, and use knowledge; and the leaders and decision makers that act upon it,
* **Processes**—methods to create, organize, and apply knowledge, and
* **Technology**—information technology systems that enable knowledge products and services.

***“Insure people and processes drive your technology and not technology driving people and process.”***

(LTC Andrew Mortensen USAREUR KMO Chief)

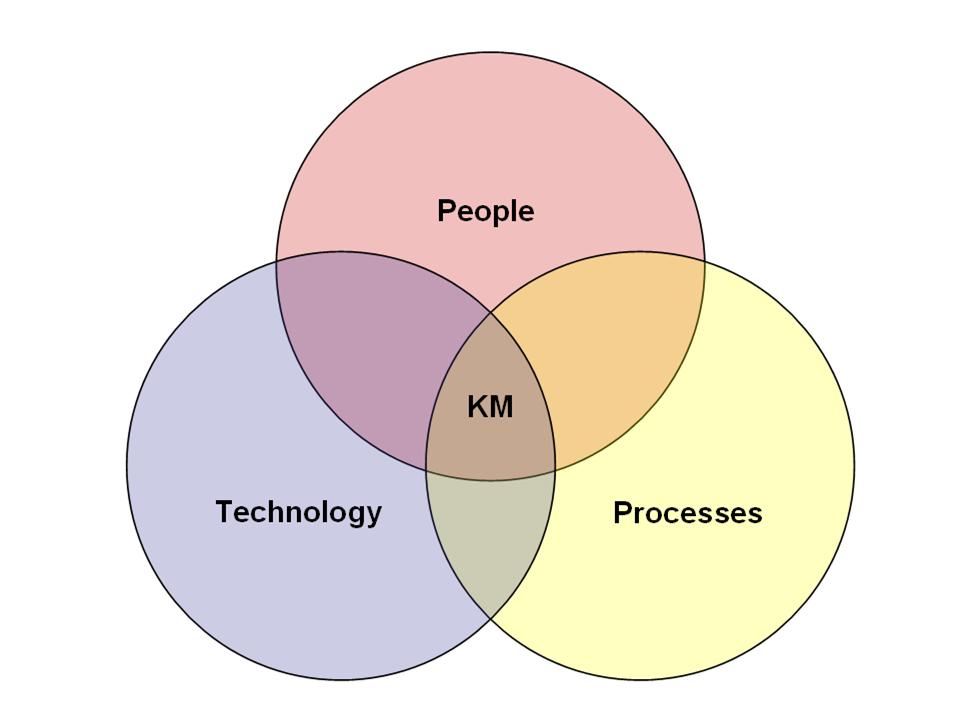


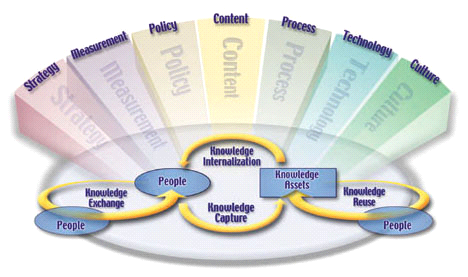
Figure 1. Major knowledge management components

People, processes, and technology are critical to successful knowledge management activities. There are also specific enabling and knowledge sharing activities that support a more holistic approach to knowledge management. These activities can be found on page 16 of this strategy.

**Modeling USAREUR Knowledge**

USAREUR chose a knowledge management model that includes organizational, cultural, and technological aspects (). Within this model, Knowledge Management is viewed from two dimensions.

The first dimension consists of the activities that are critical to knowledge creation, innovation, and sharing; this includes knowledge exchange, knowledge capture, knowledge reuse, and knowledge internalization. Collectively, these processes build a learning organization—one skilled at creating, acquiring, and transferring knowledge and adapting its processes to reflect new insight and innovation. (Small & Tatalias, 2000)



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Figure 2. Knowledge Management Model

The second dimension consists of those elements that enable or influence knowledge-creation activities; these include:

* ***Strategy***—the alignment of the directorate mission, and strategy contained within this document,
* ***Measurement***—measures captured to determine if KM improvement is occurring or if benefit is being derived,
* ***Policy***—the written policy or guidance,
* ***Content***—the directorate’s data and information that is captured electronically,
* ***Process***—the processes that personnel use to achieve the directorate’s mission and goals,
* ***Technology***—the information technology that facilitates the identification, creation, and diffusion of knowledge among organizational elements within and across enterprises, and
* ***Culture***—the environment and context in which KM processes must occur (often described in terms of values, norms, and practices).

This strategy outlines the application of data, information, and intelligence to manage USAREUR knowledge and achieve our vision.

**Key Knowledge Definitions**

It is important to establish specific definitions for the key terms that will be used by USAREUR in the development of the knowledge management goals, objectives, and activities contained in this strategy. These terms and their definitions are:

* ***Data*** – raw, unprocessed, unextrapolated observations, facts, or content.
* ***Information –*** processed, organized, or categorized data.
* ***Knowledge*** – analyzed and evaluated information in context and correctly applied in order to achieve an objective, make a decision, or provide situational awareness.
* ***Tacit Knowledge* –** knowledge that people have that cannot be easily written down because it is usually based on skills (i.e. know-how, rules of thumb, experience, intuition, insights, etc…).
* ***Explicit Knowledge* –** information that has been codified and available for use/reuse.
* ***Portal –*** an online site used for the collection, collaboration, and distribution of data, information, and knowledge; a virtual common worksite.
* ***Team Sites –*** An area on a portal used for a specific team, section, purpose, or function.
* ***Views –*** A graphical display of a collection of information.
* ***Data or Information Feeds –*** Data or information that flows in and out of an organization; a feed is required to generate knowledge.
* ***Metadata Tags –*** Hidden data that specifically describes the function and content of a product (i.e. document, presentation, picture, etc…).
* ***Taxonomy –*** The layout of information and knowledge functionally, hierarchically, organizationally, etc…
* ***Fusion*** – the process of developing knowledge products using and integrating all available disciplines.

**VISION, MISSION, DEFINITION**

***“First, Foremost, and Always”***

USAREUR Knowledge Management Operations section provides USAREUR with knowledge management planning, oversight/governance and execution by assessing, designing, developing, piloting, and implementing knowledge management through all aspects of USAREUR activities. KM section will conduct knowledge mapping, battle command systems integration, develop processes and business practices, use collaboration suites and information dissemination IOT ensure commanders and staffs at all levels have the orders, reports, and information they need to accomplish their missions.

**USAREUR KM Vision**

Establish a knowledge-based learning organization where collaboration, adaptation, innovation, and technologies provide collective understanding, efficient processes, and relevant products in an environmentwhere knowledge creation, sharing, and reuse are explicitly expected, valued, and rewarded.

**USAREUR KM Mission**

Develop and implement a process to manage knowledge requirements and enhancements across the USAREUR staff in support of the USAREUR CG Title 10 mission priorities.

**Army KM Definition**

Creating, organizing, applying, and transferring knowledge to facilitate situational understanding and decision making

It has been stated that published knowledge is old knowledge. Therefore, JAC

|  |  |  |
| --- | --- | --- |
| **Goal 1**  **Establish and expand the learning-based environment** | **Goal 2**  **Mature knowledge processes and synergistic information exchange** | **Goal 3**  **Manage USAREUR data** |
| **Objectives**   * 1. Develop the directorate knowledge network and link it to all USAREUR Directorates.   2. Foster the development of an information sharing culture through training, collaboration and teamwork.   3. Actively promulgate and implement knowledge management concepts and methods. | **Objectives**   * 1. Develop and implement functional, operational, and staff processes with TTPs.   2. Establish feedback loops for all knowledge processes.   3. Expand the collaborative environment across COCOM, Army, command, staff, and coalition enterprises. | **Objectives**   * 1. Develop a USAREUR information program**.**   2. Establish Content Managers for all internal and external data sources.   3. Perform a knowledge audit and maintain a current knowledge catalog. |
|  | **Training** |  |
|  | **Culture** |  |

**USAREUR KNOWLEDGE MANAGEMENT**

**GOALS AND OBJECTIVES**

Knowledge management in USAREUR is envisioned to establish a knowledge-based learning organization where collaboration, adaptation, innovation, and technologies provide collective understanding, efficient processes, and relevant products in an environmentwhere knowledge creation, sharing, and reuse are explicitly expected, valued, and rewarded. Reaching this vision requires dedicated, focused efforts by Soldiers, civilians, and contractors supporting the USAREUR mission. Knowledge management permeates all we accomplish, and it must be integral to our daily operations.

A learning organization is “a place where people continually expand their capacity to create the results they truly desire, where new and expansive patterns of thinking are nurtured, where collective aspiration is set free and where people are continually learning how to learn together.” (Senge, 1990) Working together, we can develop innovative process and methods that capitalize on available and emerging technologies to develop an environment where learning and sharing what we have learned is truly expected, valued, and rewarded.

*To respond to a rapidly changing operational environment and develop creativity, innovation, and adaptation, information must become knowledge.* (FM 3-0 Operations, 2008)

This Knowledge Management Strategy provides the overarching goals and objectives actionable over the near-, mid-, and long-term that will help USAREUR as a whole to develop into a learning, knowledge-centric organization. The broad goals and objectives outlined in this strategy provide the structure and rigor required to meet the USAREUR CGs objectives, and to meet the knowledge sharing requirements of other USAREUR decision makers. These USAREUR overarching goals and objectives are found in the body of this document. Associated activities identified in the body of this document relate to how the USAREUR Knowledge Management Office will posture itself to meet the goals and objectives identified in this strategy.

Each USAREUR directorate, special staff section, and Major Subordinate Command (MSC) will add an appendix to this document that identifies the activities that they will take to help their organization to meet the USAREUR overarching objectives and goals. Some organizations may have knowledge goals, objectives, and activities that extend beyond the scope of USAREUR. These extended items should be documented in the appendix as well so that all of USAREUR can learn from each other.

**Goal 1: Establish and expand the learning-based environment.**

The foundation for the USAREUR vision of knowledge management is establishing a true learning environment that will evolve as it gains efficiencies and effectiveness.

**Objective 1.1: Develop the directorate knowledge network and link it to all USAREUR Directorates.**

The knowledge network is the foundation for all knowledge management activities within the directorate. It provides the organization for implementing the goals contained in this strategy. The key organization for the knowledge network is the Knowledge Management Board.

Activities:

*Start by doing what is necessary, then do what is possible, and suddenly you are doing the impossible.*

St. Francis of Assisi, 1209

* Charter the USAREUR Knowledge Management Board chaired by the CoS,
* Complete the Knowledge Management Strategy and receive USAREUR CoS leadership approval,
* Establish the knowledge network and document the specific roles and responsibilities for members and knowledge workers
* Develop and provide training for each knowledge role.

End-State: (A formalized information sharing process integrated with all USAREUR directorates, special staff, and MSC’s)

* The USAREUR knowledge network is established and continuation training has been set
* Feedback loops have been established
* The Knowledge Management Board is institutionalized, and
* The goals contained within this strategy have been adopted as how USAREUR “does business.”

**Objective 1.2: Foster the development of an information sharing culture through training, collaboration and teamwork.**

USAREUR is in the midst of transformation. In order to be successful, we must identify more efficient ways to accomplishing our mission. Managers and leaders must encourage and expect the use of information/knowledge sharing collaboration tools and methods.

*There is nothing more difficult to take in hand, more perilous to conduct, or more uncertain in its success, than to take the lead in the introduction of a new order of things.* Nicolas Machiavelli, *The Prince,* 1532

Training is a vital component to developing a sharing culture. People do not adopt new methods and tools without appropriate training, and will easily revert to “what works” or “what they know” when training is not present, insufficient, or not reinforced by managers and leaders.

Activities:

* Publish a USAREUR policy on knowledge sharing,
* Formalize knowledge creation and distribution tool training,
* Create and publish knowledge sharing contact lists,
* Institute a knowledge rewards and recognition program,
* Develop a tacit knowledge network to identify expertise within USAREUR to better enable coordination and collaboration, and
* Structure information sharing and collaboration through the use of approved social networking tools.

End-State: (Open sharing of tacit and explicit knowledge throughout USAREUR)

* Standardization of an information exchange program to include rewards
* Training established for knowledge processes and tools
* People network capturing tacit expertise created
* Integration of social networking tools

**Objective 1.3: Actively promulgate and implement knowledge management concepts and methods.**

Knowledge management can help decision makers make informed, timely decisions. It can link organizations creating and gathering knowledge with the soldiers requiring that knowledge. Knowledge management enhances rapid adaptation in dynamic operations. It applies analysis and evaluation to pieces of information in order to create actionable knowledge; a key aspects to the intelligence cycle.

We need to actively share our knowledge management vision and goals as well as our methods and practices with those inside and outside of USAREUR. If we cannot get in synch with the other agencies, we will fail in our overall knowledge management efforts.

Activities:

* Publish and distribute the USAREUR Knowledge Management Strategy widely,
* Reach out to other organizations/agencies to begin integrating knowledge processes, methods, and goals,
* Establish a knowledge/systems requirements approval process to steer Army enterprise knowledge initiatives,
* Work with DoD to develop the requirements for an overarching joint Knowledge Program and Strategy, and
* Integrate knowledge management concepts and methods into joint and coalition partnerships.

End-State: (An integrated knowledge sharing structure with our Army, joint, and coalition partners)

* Integrated knowledge management processes and goals
* A functioning, institutionalized, and sustainable KM program, and
* A process in place to steer enterprise knowledge initiatives.

**Goal 2: Mature knowledge processes and synergistic information exchange.**

Knowledge processes include discovering, creating, learning, exchanging, and leveraging knowledge. Synergistic information exchange is a critical focus for USAREUR as we accomplish our mission in support of the USAREUR CG Title 10 headquarters.

**Objective 2.1: Develop and implement capability processes with TTPs.**

Efficiency is a result of consistently performing established processes. As an organization, USAREUR has divers capabilities. Many of these capabilities are undocumented and are therefore not integrated in to the enterprise processes. There are also capabilities that USAREUR feeds information into, but does not routinely extract relevant information due to access difficulties. For instance, USAREUR collects lessons learned after crises and implementation of large projects, and feeds this information to USAREUR lessons learned. USAREUR also feeds historical information to the USAREUR historian. We need to harness these valuable data feeds, apply them, and automatically integrate them into our current information feeds so that we enhance our learning and decision making process. This is particularly important to ensure we do not repeat mistakes.

Activities:

* Identify and document all USAREUR capabilities,
* Automate capabilities documentation for quick access and searchable by the capability and the process,
* Establish TTPs and associated training, and
* Implement workflow software that can support the developed processes.

End State: (Capabilities within USAREUR identified, documented, and available for quick identification and use)

* USAREUR is using and actively sharing lessons learned and best practices as part of their everyday business practice,
* USAREUR capabilities are document and searchable,
* Technology and business processes used within the organization are fully integrated into the enterprise information flow through TTPs and training, and
* Process improvement reviews are in-place.

**Objective 2.2: Establish feedback loops for all knowledge processes.**

Continuous improvement can only occur as we continue to learn from our completed processes. Process review and goal accomplishment assists in determining how future efforts can be more effective and efficient.

Activities:

* Provide a feedback button on all portal pages with a form for input,
* Document feedback, best practices and lessons learned, and
* Implement technology to support the best practices and lessons learned exchanges, and disseminate across security boundaries.

End-State: (Measureable knowledge management results in place)

* Integrated Feedback loops
* Continue process improvement activities so our learning organization continues to learn from itself.

**Objective 2.3: Expand the collaborative environment across the USAREUR enterprise.**

The USAREUR enterprise lines of operation are: the USAREUR CGs Staff/Deputy Chiefs of Staff directorates, special staff elements, and MSCs within the USAREUR footprint that supports USAREUR operations. These lines are rapidly expanding to include support of our joint and coalition partners. These separate lines of operation must communicate and coordinate with one another to effectively accomplish the organization’s mission. We must ensure that processes and enabling technologies are in place to support the collaborative functionality required.

Activities:

* Provide a working solution for the Active Directory domain access gap between the EUR domain and other AD domains (Resource Forest or other means),
* Develop and mature staff and functional portals,
* Integrate metadata into the document storage/definition process, and develop a collaboration process that shares products through metadata tags with all other USAREUR communities,
* Create functional data views that reflect customer requirements,
* Implement InfoPath or XML forms where appropriate,
* Investigate collaboration tools and integrate available tools into the collaborative process,
* Automatically display relevant information based on customer usage patterns,
* Mature collaboration processes on enterprise collaboration tools,
* Prototype solutions to move information across multiple security boundaries to include coalition.

End-State: (Data distributed and online collaboration tools available across all security boundaries including support for coalition partners)

* Automated sharing of codified products across multiple domain and security boundaries,
* Consistent metadata tagging of all USAREUR produced products with integration into the USAREUR CGs COP,
* Established business processes for integrated tools to support collaboration and information sharing, and
* Business processes are transparent, consistently used, managed and continuously improved by the personnel that use them.

**Goal 3: Manage USAREUR G2 data.**

Content Managers are trustees for their sections information and are responsible for ensuring that their data is accurate and current. To be a successful learning organization, it is imparative that we become good managers of all data for which we maintain responsibiltiy.

**Objective 3.1: Develop a USAREUR information program.**

The USAREUR organizational information flow seems to travel well vertically, but horizontal communication between directorates, divisions and branches is not always sufficient. Currently, horizontal communication within directorates relies on individual memories rather than standardized, repeatable processes.

Activities:

* Survey communications methods, means and processes, and identify common areas and best practices,
* Prototype, implement technologies, and build on best practices to develop the information program,
* Develop technology methods to better disseminate explicit and tacit knowledge, and
* Capture and exploit web content management and workflow management, and
* Prototype a calendaring tool that will support a centralized master Calendar for all of USAREUR that integrates with current enterprise tools.

End-State: (An integrated information sharing program across USAREUR)

* Communication lines documented and information is flowing well vertically and horizontally
* Automated tools available to support task management and master calendar activities
* The information program and supporting processes and technologies are institutionalized as “how we do business”.

**Objective 3.2: Establish Content Managers for all internal and external data sources.**

USAREUR must establish an overarching structure for the content management process in order to bring accountability to the data that we produce and consume. It is imperative that the products we produce are accurate, current and accessible to the DoD decision makers.

Activities:

* Establish a policy and accountability for Content Managers; widely disseminate those guidelines and provide training,
* Audit content to ascertain data accuracy, currency, and accessibility,
* Review and evaluate content management guidance, training, and standards; and update as appropriate,
* Establish MOAs with customer data sources to define requirements for content management metadata structure and historical requirements,
* Extend the content management program across USAREUR, and
* Merge content sources into the decision makers COP.

End-State: (Content managed and integrated into the decision makers COP; right information to the right person at the right time)

* Effective management of all information feeds; in and out,
* Content management is institutionalized as “how we do business.”
* USAREUR CG’s COP fed with accurate, timely, and relevant information.

**Objective 3.3: Perform a knowledge audit and maintain a current knowledge catalog.**

Conduct a knowledge audit and identify key data sources used to support processes within an organization. Develop a knowledge catalog as a dynamic, living document that details these important sources of information.

Activities:

* Perform a knowledge audit to identify and document data sources, and record them (knowledge catalog) in a dynamic format,
* Institute processes to ensure the knowledge catalog is continually updated and current, and
* Appoint Content Managers to update the knowledge catalog functional areas.
* Implement technology to support the merger of USAREUR capabilities with the knowledge catalog.

End-State: (A learning organization that does not “reinvent the wheel”)

* A living knowledge catalog is maintained along operational lines and established as “how we do business.”
* Technology implemented to support the integration of USAREUR capabilities (i.e. best practices, lessons learned, etc…) and the knowledge catalog.

**Key Enabling Activities**

Transformational changes in our culture will help us to become a modern learning organization. To be successful, we must understand that implementing change is often difficult and can often be negatively impacted by external factors. As we pursue our knowledge management vision, there are seven key enabling activities that can assist us in overcoming these external factors.

*Because the innovator has for enemies all those who have done well under the old conditions, and lukewarm defenders in those who may do well under the new. This coolness arises partly from fear of the opponents, who have the laws on their side, and partly from the incredulity of men, who do not readily believe in new things until they have had a long experience of them. Thus it happens that whenever those who are hostile have the opportunity to attack they do it like partisans, whilst the others defend lukewarmly, in such wise that the prince is endangered along with them.* Nicolo Machiavelli, *The Prince,* 1532

Training is not specifically identified in the knowledge management model, but it underpins all of our knowledge management efforts. Without training, people will automatically revert to the course of least resistance and continue to do “what works” rather than embarking on new, and eventually more efficient or effective methods of accomplishing the mission.

* **Strategy**

Strategy defines the approach used to accomplishing a vision or plan. To maximize effectiveness, our Knowledge Management Strategy should align with and support the USAREUR CG’s vision, mission, and strategy, and define directorate-specific knowledge management goals and outcomes. An organization that is continuously improving its knowledge practices will explicitly assign roles for knowledge management. The USAREUR CoS is the champion for the Knowledge Management Strategy and chairs the Knowledge Management Board. Defining other organizational assignments (training, knowledge management officer, key knowledge points of contact, etc…) is defined as a specific goal in our strategy.

* **Measurement**

Standard, consistent measures across the directorate can provide success indicators. Without intentional, regular, planned measures, it will be difficult to understand what we are achieving, where additional focus is required, and recognize when we complete a specific goal or objective. Defining, benchmarking, assessing, and developing the knowledge management measurement plan is the responsibility of the knowledge management officer.

* **Policy**

Written policy or guidance outlines specifically how the command and the directorate expect us to manage knowledge and share information. The Knowledge Management policy will be made available to all members of the directorate for review at least annually. Written policy or guidance can also be a benchmark for how well we integrate knowledge management and information sharing practices into our daily activities.

* **Content**

Content represents all the data and information that is captured electronically. A key tenant of knowledge management is making content discoverable and accessible. As we become an organization that is continuously improves access to our content, we will manage it through knowledge inventories, assessments, and gap analysis to drive future knowledge collection, creation, and dissemination.

* **Process**

Everything that we accomplish requires processes. As we develop and mature the characteristics of a learning organization, we will establish consistent repeatable processes, publish and disseminate them, train directorate members on how to apply them, and continuously look for ways to make them more efficient and effective.

* **Technology**

Information technology facilitates the identification, creation, and diffusion of knowledge among organizational elements within and across enterprises. We can employ a broad range of technologies to facilitate knowledge discovery, transfer and application; these include document management systems, workflow, internet, intranet, groupware, web conferencing, filing systems, instant messaging, collaborative tools, portals and e-mail, computer based training, chat rooms, and so on. We need to leverage these tools and integrate them with our processes, then we can explore new technology applications to better connect us and our knowledge.

* **Culture**

Culture is a key element of knowledge management; it is the environment and context in which KM processes must occur. It emphasizes the human side of knowledge management, including organizational norms, human values, and trust. If we cannot come together as an organization, we will not be able to transform into a modern, knowledge-based learning organization. It is not strategy, measures, policy, content, processes, or technology that creates a knowledge-based learning environment. It is people.

**Conclusion**

Large scale change continues within the Army. Organizations that desire success must change their ways and adapt. Our continued mission success depends principally on our ability to initiate knowledge and leverage that knowledge in the decision making process. Constructive changes to our structure, methods, and process must continue in order for us to provide an actionable product to our internal and external customer base; the right information to the right person at the right time.

Knowledge management is a key function to enabling our transformation. We must harness the power of knowledge management in order to effectively use the ever increasing information available to us in a relevant, focused and timely manner. We must develop, incorporate, manage, and reengineer processes in order to shed outdated functions and gain efficiencies.

Now is the time to tackle these challenges. Now is the time to forge ahead. Change is inevitable; let’s do it right.

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| **Goal** | **Objective** | **Activity** | **Comment** | **POC** |
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This section will be used to track the USAREUR Top Ten Goals and Objectives as determined by the USAREUR Knowledge Management Board.