Illustrated Report of the Information Professional Community Appreciative Inquiry Summit II

🌟 Shaping Information Warriors 🌟

🌟 Exploiting Operational & 🌟 Technical Expertise

🌟 Leading the FORCE in FORCEnet 🌟

Take a fix... Refine the Course... Win the War

MONTEREY, CALIFORNIA     JULY 28-31, 2003

Illustrated by Anthony Weeks
Written by David Bright
SeaPower 21

Realizing the Information Power Advantage
Introduction

This report summarizes the 2003 U.S. Navy IP Community Appreciative Inquiry Summit II held at the Naval Postgraduate School in Monterey, California, July 28-31. The illustrations and captions on these pages were captured in real-time during the summit, and tell the story of our progress as we worked together to shape the future of the IP Community.
Appreciative Inquiry

This was not your typical planning meeting! To appreciate means to value and to understand things of worth. To inquire means to study, to ask questions, to search. Thus, Appreciative Inquiry (AI) is a collaborative search to identify and understand the organization’s strengths, its’ potentials, its’ greatest opportunities, and people’s highest hopes for the future. Several key principles guided the Appreciative Inquiry (AI) Summit.

First, the WHOLE SYSTEM participated — a cross-section of as many interested parties as possible. This brings more diversity, less hierarchy, and a chance for each person to be heard and to learn. Second, the construction of future scenarios was based on a shared understanding of HISTORICAL and GLOBAL perspectives. This meant thinking globally together before acting locally, giving us more options, a shared understanding, and greater commitment to act. Third, our groups were SELF-MANAGED, and we used DIALOGUE – not “problem-solving” – as the main tool for interaction. Fourth, COMMON GROUND and NARRATIVE RICH INTERACTION served as our frame of reference. We searched for meaning and direction in stories that honored and connected us to our “history as positive possibility.” Finally, we sought for INSPIRED ACTION ON BEHALF OF THE WHOLE — Because the “whole system” was involved it was easier to make rapid decisions and public commitments for action.

The AI Summit was designed to move through four phases: DISCOVERY, where members of the community reflected on moments when we are at our best; DREAM, when we created a vision of the future; DESIGN where members of the community created bold and exciting action plans and proposals; and DESTINY, where we moved toward implementation and post-summit action.
Day 1: Discover

Our Summit started as members of the 2003 Executive Steering Committee enthusiastically greeted all comers at the door. We took up positions at tables around the room, and began to become acquainted with people from diverse backgrounds.

We watched an inspiring video that documented the amount of progress the IP Community had made in the last year since the first Summit. We heard testimonials from leaders in the Fleet and from members of the IP Community. They described outstanding contributions from IP officers who have created impact through our new, more defined role in the Navy. The bottom-line: we are making a difference in today’s Navy.

Next, Vice Admiral Dick Mayo provided us with an overview of our work for the next four days. He welcomed and acknowledged the many people from different communities who were there to support our efforts. He highlighted our progress and big wins: our successful mentoring program, our new career certification program, and our successes at sea. He talked about his excitement about what was to come in the next few days, and described how he was confident about our ability to make significant change during our time together. Finally, he introduced the theme of the Summit and he encouraged us to give our best efforts to our work over the next three days.

Dr. Frank Barrett of the Naval Postgraduate School provided an overview of the way we would work during the next four days. He challenged us to find common ground, to focus on what we already do well, and to think forward to action.

We also received good advice from members of the Executive Steering Committee, who helped us gain a sense of how to take advantage of our time together.
Discovery...

Because it’s easier to dream about the best of “what might be” when we are aware of our strengths, the Summit kicked off by discovering what we do well right now. Dr. Ron Fry taught us about the power of mobilizing change by focusing on “success factors” rather than on problem solving. Then, each person paired up with someone else to do an Appreciative Interview—a set of carefully crafted, positively oriented questions. We shared our peak moments or “high point” stories, our key wishes for the IP Community, and our highest hopes for the future of the IP Community. We talked first with a partner, next with our groups, and then we shared our discoveries with the whole community.

We discovered many commonalities with each other. For example, in our peak moments we saw the Navy as a family, appreciated the opportunity for growth and adventure the Navy has offered us, and sensed the meaning the Navy offers to us through service to country. Collectively, our key wishes all pointed to the emergence of the IP Community as a stronger, connected, and respected contributor to the Navy mission. Our highest hopes for the summit reflected an action-oriented, realistic perspective of the hard work needed to make our wishes a reality.
Once upon a Time...

Stories of Success

- Convincing a Navy customer to run more efficient technologies on a ship... despite the distances we migrating from one system to another...
  "Just do it!"
  ...and using a free wave, too!
  ...she did it in three days!

- Transition from paper to DNS...
  She got her team together...
  ...and the team collaborated quickly with the existing (old) ship.

- Market-driven with Change
  - Communication with staff
  - Getting to the decision maker
  - Persistence
  - Getting from a SIP to a SIP
  - Using SIPNET for voice traffic, despite some resistance to new technology
Discovery…

After lunch, our task was to determine our “root causes of success.” We met again in our teams and re-examined our “high-point” stories. In our groups, we identified the key factors that allowed for these stories to be examples of success.

When we re-convened as a community, our reports included both a list of factors and stories to illustrate those factors at work. We heard about IP efforts to create a smallpox vaccination tracking system, IP action during Operation Iraqi Enduring Freedom in the Pentagon, and several other examples. These stories not only helped us discover our key factors of success, but they also made us aware of the improved standing of the IP Community in the eyes of Big Navy.
Discovery...

Next, participants and leaders from the 2002 IP Appreciative Inquiry Summit presented their perspectives of the prior year’s effort—the work accomplished, lessons learned, and opportunity for impact on the IP Community.

We heard about the factors that made success possible: a rhythm of regular contact with working group members, the determination of group members to achieve goals and objectives, support from senior leadership, and the formation of an Executive Steering Group that provided high level direction and decision-making.

The thirteen groups that came out of last year’s work were eventually re-organized into three, more focused groups: Marketing, Information Dominance, and Five Vector Model. Facilitators from each group shared specific examples of success. For instance, the Marketing group had created a tri-fold brochure, established a marketing plan, and was working on a min-CD. The Information Dominance group had facilitated a two-day Knowledge Management working group, and had garnered support in the fleet for exploring the operational relevance of the IP resources. The Five Vector Model action group had completed and received approval to present an IP qualification program.
WRAP-UP AND FINAL THOUGHTS ON DAY ONE

There is a sense of respect here—especially self-respect.

RESPECT as an ID community.

VISION

Kick starting our TRAINING—getting back to the key areas of STRENGTH...

SUPPORT

RECOGNITION

DRIVE

The strength lies in flexibility and ability in pulling people together.

The five vector model was interesting...

"I'd be glad to help!"

"It's great to hear about the clear embrace of RESERVES..."

"...and what about reserves being active duty?"

Consistency of Competency

Consistency of Competency leading to credibility of community fostered by integrity.

Bringing to bear and going beyond specialties and responsibilities.

INNOVATION

Keep the sense of urgency going.

URGENCY
Discovery...

Day one’s formal work ended with a few moments of “open-space,” where participants could express their thoughts and impressions about the day. IP members expressed excitement about the amount of progress and growth they were witnessing, particularly in the area of career development. From reservists we heard excitement that they were being including in the discussion. VADM Al Harms and Ms. Linda Newton, both external stakeholders who attended the 2002 Summit, told us that the IP Community was earning the respect of Big Navy, and that the tone in the room during this summit was remarkably different—it was now filled with self-respect and an awareness of potential.
"All of you here today at the Town Hall meeting, whether you're an CI or an FO -- have made this community what it is!

We have lots of folks at sea -- and the fleet wants more of you!

I'm a 1600! and I'm PROUD!

Thanks to Vice Adm. Maya for his leadership in supporting and promoting our CI community!

"Wow"

I never thought of that...

"As a junior officer, it's multi-faceted to have..."

"Geographic diversity isn't necessary. We did a lot of the mentoring relationship through email or phone..."

"It gave me a chance to build a new relationship..."

"The CI community has a significant voice..."

"The CI community is not just black and white..."

"If you match an examination, you're through your basic CI Command..."

"The CI community is not just black and white..."

"The CI community is not just black and white..."

"The CI community is not just black and white..."

"The CI community is not just black and white..."

"The CI community is not just black and white..."

"The CI community is not just black and white..."

"The CI community is not just black and white..."

"The CI community is not just black and white..."

"The CI community is not just black and white..."

"The CI community is not just black and white..."

"The CI community is not just black and white..."

"The CI community is not just black and white..."

"The CI community is not just black and white..."

"The CI community is not just black and white..."

"The CI community is not just black and white..."

"The CI community is not just black and white..."

"The CI community is not just black and white..."

"The CI community is not just black and white..."

"The CI community is not just black and white..."

"The CI community is not just black and white..."

"The CI community is not just black and white..."

"The CI community is not just black and white..."

"The CI community is not just black and white..."

"The CI community is not just black and white..."

"The CI community is not just black and white..."

"The CI community is not just black and white..."

"The CI community is not just black and white..."

"The CI community is not just black and white..."

"The CI community is not just black and white..."

"The CI community is not just black and white..."

"The CI community is not just black and white..."

"The CI community is not just black and white..."

"The CI community is not just black and white..."

"The CI community is not just black and white..."

"The CI community is not just black and white..."

"The CI community is not just black and white..."

"The CI community is not just black and white..."

"The CI community is not just black and white..."

"The CI community is not just black and white..."

"The CI community is not just black and white..."

"The CI community is not just black and white..."

"The CI community is not just black and white..."

"The CI community is not just black and white..."

"The CI community is not just black and white..."

"The CI community is not just black and white..."

"The CI community is not just black and white..."

"The CI community is not just black and white..."

"The CI community is not just black and white..."

"The CI community is not just black and white..."

"The CI community is not just black and white..."

"The CI community is not just black and white..."

"The CI community is not just black and white..."

"The CI community is not just black and white..."

"The CI community is not just black and white..."

"The CI community is not just black and white..."

"The CI community is not just black and white..."

"The CI community is not just black and white..."
Town Hall Meeting

After the formal events of the day, we held a Town Hall meeting, just for IPs. Here we heard even more detail about the work accomplished during the past year.

RADM Nancy Brown and RADM Betsy Hight spoke to us by video, giving us their assessment of our community progress and the opportunities that lie ahead. Echoing a key theme from the day, they noted that the IP Community is gaining prestige in the fleet and that the number of at-sea billets for IPs is increasing dramatically.

CAPT Dave Simpson, the community detailer, outlined current issues around recruiting and projected community growth, and CAPT Anne Westerfield walked us through the IP promotion path. LCDR Nancy Norton and LCDR (sel) Mark Preissler talked about the extraordinary success of the mentoring program as an outgrowth of the 2002 Summit. LCDR Susan Bryer-Joyner and LCDR Danelle Barrett provided a detailed description of the new qualification program for IPs.

After a question-and-answer session, VADM Dick Mayo concluded our meeting with several observations and expressions of thanks, noting that this type of meeting would not have been possible at the last Summit.
FORCENET

Bigger than IBM... Bigger than most other systems...

Imagine that a moderate Middle Eastern nation is under aggression by one of its neighbors...

Instant messaging... Email...

Self-healing systems... Joint Coalition

What is FORCENET?... according to Adm. Vern Clark.

A fully netted force, widely distributed combat forces... Increased speed and awareness... Integral part of joint team.

Delivering the capabilities of tomorrow TODAY!

Desired Future

Today

Tomorrow

Quality of Life

Situational Awareness is key to ForceNet

Innovation and Awareness is important to ForceNet

It's about connection and the RIGHT INFORMATION

Signal Magazine: Talking about ForceNet and its capabilities?
Day Two: Dream

The dream phase helped us to creatively build a vision of the future. We started the day with several conversations and presentations that helped us to develop a basic understanding of what that future might hold.

First, Dr. Ron Fry of Case Western Reserve University directed us in an exercise where we identified what we want to preserve and leverage for the IP Community in the future. In our groups, we wrote down our ideas on pennants and posted them around the room to remind us of our community strengths.

Next, we held a Video Teleconference with ADM Natter. He fielded several well-crafted questions from Summit participants, including topics such as the place of reserves, the integration of technology in coalition operations, top priorities for FORCENET, and the potential relationship between the IP and EDO communities.

Then, VADM Mayo presented an overview of FORCENET and the use of information as a strategic, war fighting capability. He projected a picture of future conflicts, and he described how the IP Community will play an important role in these scenarios.
DEVELOPING POSITIVE IMAGERY...

Current research shows that changing human beings is best accomplished through changing the FUTURE.

Why is it important to talk about the FUTURE?

Reorienting toward the future...

STRIKE!

FOCUS on what you want!...not on what you don't want...

Greekgymastics at the 1988 Olympics...

"Of course not! I just imagined myself doing the perfect dive..."

"Don't hit it in the woods. Don't hit it in the woods..."

Current research shows that changing human beings is best accomplished through changing the FUTURE.

Why is it important to talk about the FUTURE?

Reorienting toward the future...

STRIKE!

FOCUS on what you want!...not on what you don't want...

Greekgymastics at the 1988 Olympics...

"Of course not! I just imagined myself doing the perfect dive..."

"Don't hit it in the woods. Don't hit it in the woods..."

Current research shows that changing human beings is best accomplished through changing the FUTURE.

Why is it important to talk about the FUTURE?

Reorienting toward the future...

STRIKE!

FOCUS on what you want!...not on what you don't want...

Greekgymastics at the 1988 Olympics...

"Of course not! I just imagined myself doing the perfect dive..."

"Don't hit it in the woods. Don't hit it in the woods..."

Current research shows that changing human beings is best accomplished through changing the FUTURE.

Why is it important to talk about the FUTURE?

Reorienting toward the future...

STRIKE!

FOCUS on what you want!...not on what you don't want...

Greekgymastics at the 1988 Olympics...

"Of course not! I just imagined myself doing the perfect dive..."

"Don't hit it in the woods. Don't hit it in the woods..."
Dream…

To help us understand the power of imaging, Dr. Frank Barrett presented research on the relationship between images of the future and the human propensity to enact those in reality. He told us about a study of bowlers, where those who were given feedback only about the positive things they do were vastly more successful than bowlers who heard negative or mixed feedback. He discussed research on Olympic athletes, who are not only physically fit, but also have a mental edge. These ideas were a reminder that the opportunity to collectively imagine positive possibilities was important for the actual creation of that future.
Dream …

Next, we found creative ways to portray our vision. We imagined our ideal community five years from now, and we depicted it in short skits. These included the following:

- **The First Female CNO of the Navy.** In an interview with industry leaders and journalists, the first female CNO describes the five factors that allowed her to advance.

- **The Pearly Gates.** A plane, filled with IP officers crashes. The newly deceased approach St. Peter at the "Pearly Gates" to present their case for entrance into heaven. Each applicant describes his or her efforts to meet the objectives of the 2003 IP Summit. The one IP officer who doesn’t pass has to spend eternity in Washington DC!

- **Captain Kirk, commander of the USS FORCENET.** While coordinating the battle space he demands, “I need my IP!... My IP Officer saved the day!

- **A New IP Admiral hosts a World-wide VTC.** They discuss what it takes to be successful in the IP Community. The requirements are impressive and demanding.

- **TV IPs.** A television show portrays two SWOs reminiscing about the old days. The scene cuts to an advertisement for a new show on FOX about IPs in the line of fire. “IP’s! You can’t live without ‘em!”
Dream ...

After lunch, we saw several more presentations:

- **IP Today**, a news program, interviews various members of the future – Generals, Rear Admirals, Ensigns, Enlisted etc. They share stories about career progress and links to IPs. Reporter: “wow, I want my own IP… sounds like IP is the place to be.”
- **A game of “Name that IP.”** At a party, a group of IP Community members share the latest technology.
- **Interview with an IP officer at sea.** Communicating easily and real-time with family members, the IP community has created a revolutionary, advanced communication device that manages information overload with ease, and allows us to know the location of the enemy within minutes
- **Connie Chung, CNN interview with the future CNO.** The interview describes how the ambassador in Liberia is kidnapped with his family and an IP posted with the nearest Naval force solves the problem
- **Episode of “To Tell the Truth.”** The panel’s mission is to discern who is the “real” IP from among three candidates. Questions focus on the relevance of IP information, the Navy as the technology leader, and elite jobs an IP can hold.
- **A game show “Who Wants to be an IP.”** Parody on “Who wants to be a Millionaire?” – Questions include: “What does IP stand for?” “Where can IP’s be found?” “What are the 3 levels of IP qualification?”
Ideas for the Opportunity Map

Refined functional and training continuum
Strategic plan for the community
Develop a recruiting and retention strategy
Build a central repository of IT solutions
Navy joint initiatives
PQS – continuous improvement
Common web-based, information sharing tool for collaboration and knowledge sharing
Foster relations with private industry
Full integration of Reservists pulling from civilian skills
Streamlined path to technology integration in the fleet
How Information Community relates to warfare operations
Career path for lateral transfers
Resources available and tied to career path
IP Community KM strategy
Directly connect IP professional development to fleet readiness
Define IP role in IT/C4I/TWIO
Operations relevance sea trial prototype, decision space -- i.e. email overload
Develop a Reserve qualification program
Joint Initiatives – get IP value added into war fighting doctrine
Institutionalize an annual gathering of IPs
Ensure accurate, open billet information
C4 institutional readiness Navywide
Increase O4 and below at-sea billets
Place where IPs can go to innovate – FORCENet innovation center
Online knowledge based developed for qualifications
Fund education and training to support the qual process
Strategic billets for 1600s
Roadmap for the strategic plan
Accession program for the enlisted community
Stay the course as 1600s – no mutation into something else
Iterative process for refining qualifying database
Find an IP home in a fleet concentration – not Monterey
Integrate personnel and billet database
Standardize training materials for qualification
Enhance online training opportunities in industry
Establish tighter relationships between NETWARCOM and other TYCOMs
Direct access from OCS to IP billet
Better synergy between Officer and Enlisted – IPs and Its
Conduct and IP war game
Community meetings in conjunction with industry conferences/conventions
Education grounded in mid-level and senior short courses/certificate programs
Standardization of processes and equipment
Formal reporting in addition to chain-of-command – to NETWARCOM
Revalidation of billet structure
Career map to jointness and role and all levels
Infuse IP across the Navy – more IP involvement in SPAWAR
Continue to develop the technical refresher
Cost avoidance by FORCENet should be published
Define IP subspecialties in more detail
Continue-expand mentorship
Establish an exchange program with industry
Consider a sabbatical
Requalification process
Wholistic approach to IP – soft skills, team building, etc.
Institute corporate flexibility-agility
Single-source IP website
Continue working on KM strategy
Pursue collective ownership of enlisted through officer IP community
Build functional integration shop – outward look, solicit results from MOEs
Clear map between goals, responsibilities, and expectations of IT, Intel
Develop an online IP yellow pages that interconnected with Blackberry
Advanced Coalition inter-operability
More IP involvement in the ForceNet acquisition process
Strategic studies group
Coding of billet specialty codes
Create a plan for command at sea
Active-Research career sabbatical
Remove RL barriers to proper IP utilization
Have an innovation contest
Role of IP with respect to combat system
Dream …

As our final activity for day two, we held a massive brainstorm—first at our tables, then as a whole community. We made sure that every idea for action in the room was represented on an opportunity map, where we created clusters of ideas and themes. Then we each voted for the ideas that were most important to us. The result was a comprehensive “opportunity” map, showing clusters of interest for action.

To examine the opportunities and energy in the room, Vice Admiral Mayo met with several other flag officers to discuss patterns on the map, and to identify possible topics for the formation of action teams.
**Day 3: Design**

Based on the Opportunity Map, Vice Admiral Mayo proposed fourteen action groups. These included the following:

**Community**
- Certification and Qualifications
- IT-IP Integration
- Innovative Career Development with the Commercial Sector
- Reserve IP Integration
- Center for Information Technology (CIT) Support - Education & Training
- Strategic Plan/White Paper

**Knowledge Management-Innovation**
- Email Overload Reduction
- Knowledge Sharing
- Innovation and Experimentation

**Mission and Operations Relevance**
- Advance Allied/Coalition Interoperability
- IP Professional Development and Fleet Readiness
- Ensure Strike Group Knowledge Management Success
- Warfighting Role of the IP Community
- Joint Initiatives
We enable decision-making at every step in the warfighting area.

The backbone fostering innovation and strategy to develop tools and processes for knowledge management.

We set the course for timely, accurate, and cost-effective solutions.

We support the IP training continuum.

We enable the Navy to collaborate, share knowledge, and reach back.

IP RESPONSE TO FLEET READINESS THROUGH HIWETLCS

A clearly defined professional vector with a real-time link to fleet readiness that delivers the knowledge to meet the fleet response plan.

Resource requirements are well-documented.

Supporting the IP training continuum.

KNOWLEDGE MANAGEMENT AND INFORMATION SHARING

Enabling the Navy to collaborate, share knowledge, and reach back.

We set the course for timely, accurate, and cost-effective solutions.

Supporting the IP training continuum.

SUPPORT CIT in development of education and training

Education and training are the foundation of empowered IT excellence.

Organizational, focused opportunities for lifelong, leading-edge learning.

Achieving strategic advantage of Sea Warriors.

ASPIRATIONAL STATEMENTS...

STRATEGIC PLAN

Providing the Commander with the information power advantage to win in combat.

Defines the roadmap and destruction of people and processes.

We make community initiatives relevant, efficient, and effective.

CONTINUE DEVELOPMENT OF OPERATIONAL VECTORS

Community that has a continuous and living development process.

Skill mapping...

Industry.

Career pathways.

Learning objects...

Qualifications...

Experience...

We enable decision-making at every step in the warfighting area.

We support the IP training continuum.

KNOWLEDGE MANAGEMENT AND INFORMATION SHARING

Enabling the Navy to collaborate, share knowledge, and reach back.

We set the course for timely, accurate, and cost-effective solutions.

The backbone fostering innovation and strategy to develop tools and processes for knowledge management.
Design ...

Next, RADM Moran briefed us about the Navy’s current efforts to foster professional development. This valuable information helped us to integrate our actions with other ongoing efforts.

Then, everyone “voted with their feet” to choose and join an action group. The new groups drafted aspiration statements (illustrated on this and the previous page) of their shared wishes for change. As each group presented its ideas and received feedback, we helped each other to achieve greater focus.
Design ...

During the next breakout session, we refined our aspirations even more, and we began listing concrete action steps that would move us toward a community vision. We were reminded to listen for and move toward common ground, to build on what we heard and liked from others, to make sure that everyone’s voice was heard, and to build from the positive core we had identified during the first two days.

When we reported our actions back to the larger community, we continued to receive feedback on how to refine our ideas even more. Dr. Frank Barrett showed us how to use green, yellow or red cards to quickly express our feelings about the direction of other groups. These activities helped us to share the collective knowledge and energy in the room and to achieve focus in our evolving plans.
What are specific actions you would the group to address?

- Network-centric warfare
- Delivering the technology/mallability to the field
- Keep laser focus on goals/pressures
- Keep people rich, related, meaningful

Let's make knowledge management real!

- Go faster
- We need to hold onto bright, talented people
- We're losing them
- What about stakeholders who can help us with the information age?

What do you like about this IP community?

- I'm excited you are the change makers
- The IP community is bigger than I0!
- Nobody can compete with Chatfield Miller in terms of goodness...
- Consider our powerful success in operation independence

We're going to look across the organization instead of being a small specialized community.

- Thinking externally, thinking network
- It's like a birth
- The presence of the 'flags' here shows commitment

The IP community is a galvanizing force!

Comments from the group:

- We have a good reputation... we have an identity... and we need to continue to move forward
- Thanks to Ron and Franke for doing this conversation!
Design ...

To end the day, we witnessed a “fishbowl” conversation between external stakeholders who talked about their perspectives of the IP Community. This was a distinguished group of people representing civilian, academic, and external fleet perspectives. They talked about what they like in the IP Community, and about what more they would like to see. Their answers told us that they see the birth of a vibrant, living, exciting community that is respected throughout the Navy. Witnessing this conversation was one of the highlights of the Summit.
Day 4: Destiny

On the final day we solidified our plans for building the future. To kick off the morning, we worked for about an hour to polish our plans. The facilitators reminded us of the several factors that would help us find success: (1) frequent communication, (2) a rhythmic plan for rich communication (3) collective norms for communication, (4) concrete and tangible tasks, (5) support from senior leadership, and (6) synergy with command responsibilities.

With these factors in mind, we finished our plans. Then, each group presented a brief to the community:

- **Certification and Qualifications:** Continue to define qualifications establish a standard certification process.
- **Knowledge Sharing:** Develop several specific knowledge sharing initiatives that suggested in the Summit, including the sharing of knowledge across Summit action groups.
- **Reserve IP Integration:** Identify and validate the skills key Naval Reserve IP Officer skills. Organize a unit around these findings.
- **Innovative Career Development with the Commercial Sector:** Tap the best practices for education and professional development in the civilian sector.
- **Strategic Plan/White Paper:** Develop a living strategic plan to define the community, to align the roadmap, direction and destination of the community with the mission, and to prioritize efforts.
Destiny …

Presentations (continued):

- **Warfighting Role of the IP Community**: Explore the role of the IP Officer in battle.
- **Ensure Strike Group Knowledge Management Success**: Focus on ensuring IPs in Strike Group KM positions have the right tools to succeed while at sea.
- **IP Professional Development and Fleet Readiness**: Completely map operational process requirements to an IP Officer skill database.
- **Center for Information Technology (CIT) Support - Education & Training**: Partner with the CIT, which is already working on training, to promote effective education and training initiatives.
- **Innovation and Experimentation**: Define an innovation process, establish partnerships with other innovations centers, and build initiatives for disseminating innovations to others.
Design ...

Presentations (continued):

- **Joint Initiatives**: Identify and recommend jobs in a joint forces (Army-Navy-Air Force-Marines) role, publish this information, and build training recommendations for these roles.

- **Advance Allied/Coalition Interoperability**: Influence and educate the IP community and Allied/Coalition partners on technological lessons that can be applied to coalition operations.

- **Email Overload Reduction**: Create an enterprise solution for optimizing email. (You’ve got knowledge!)

- **IT-IP Integration**: Define and create steps to establish an IP Community of both officers and enlisted.
Concluding Thoughts

To close the Summit, the facilitators asked us to reflect aloud about the high point of the Summit, and about what we would take with us from the meeting. A great sense of excitement and accomplishment permeated the room, and this sentiment was reflected in many comments. Several external stakeholders, including Dr. Peter Denning and Dr. John Kao, expressed excitement about the degree of innovation and creativity they had witnessed. IP Community members stood and encouraged everyone to stay involved and to keep the momentum going.

Finally, VADM Al Harms thanked VADM Dick Mayo, for his courageous and inspired leadership. CDR Nancy Norton also thanked VADM Mayo, presented him with an award of appreciation, and announced the creation of an annual award in his honor to be given to an outstanding IP officer. She, and the rest of the community, thanked him for the legacy he has established as the IP Community sponsor.
For more information on the progress of IP Summit action groups, visit NKO at https://wwwa.nko.navy.mil.

Navigate to the IP Summit 2003 Knowledge Center located in the IP Community Enterprise Collaboration Center.

For more information on Appreciative Inquiry summits and other large-scale change initiatives, contact the Center for Positive Change

Center for Positive Change
Graduate School of Business and Public Policy
Naval Postgraduate School
555 Dyer Road, Bldg. 330, Ingersoll 242
Monterey, CA  93943
(831) 656-7684/3544   Fax: (831) 656-2580
www.nps.navy.mil/cpc
Summit Facilitators
Dr. Frank Barrett
The Naval Postgraduate School Center for Positive Change

Dr. Ron Fry
Case Western Reserve University

IP AI Summit Steering Committee
VADM Dick Mayo, NETWARCOM
VADM Al Harms, NETC
RADM Dave Ellison, Superintendent, NPS
RADM Tom Zelibor, CNO N61
SES Monica Shephard, COMLANTFLT N6
SES Linda Newton, COMPACFLT N6
SES Tish Long, CNO N2
CAPT (Ret) Wayne Hughes, Dean GSOIS
CAPT Barb Geraghty, NETWARCOM N7
CAPT Don Kerrigan, CNE N6
CAPT Fred Mingo, NR CIO
CAPT Cathy Thomas, CIT
CAPT Craig Turley, FCTCPAC
CAPT Dave Simpson, IP Detailer
CDR Tim Jara, NCIC
CDR Nancy Norton, CNO N61
CDR Chris Vance, Dir IPCOE
LCDR Danelle Barrett, Task Force Web
LCDR Warren Yu, The Innovation Studio @ CEE
CMDCM (SS) Robin Spelman, NETWARCOM FORCMC
Appreciative Inquiry is not hyping yourself into a corner and telling yourself that the world is going to be better. The value of Appreciative Inquiry is that it is a methodology to create change…

–Admiral Vern Clark, Chief of Naval Operations

I feel empowered by you. I hope that you feel empowered by this summit. I think that we have the birth of a new community. Be champions of the summit.

–Vice Admiral Dick Mayo, NETWARCOM