

CENTER FOR MISSION INNOVATION

# Wikis and Blogs

Panel 1-5: Knowledge in Action  
eGov Knowledge Management Conference

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## Policy Cycle Time Compression

War of 1812 - Battle of New Orleans  
(Months)

World War II - Hiroshima  
(Days)

Desert Storm  
(Hours)

Iraqi Freedom  
(Minutes)

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## Rapid Responses are Required

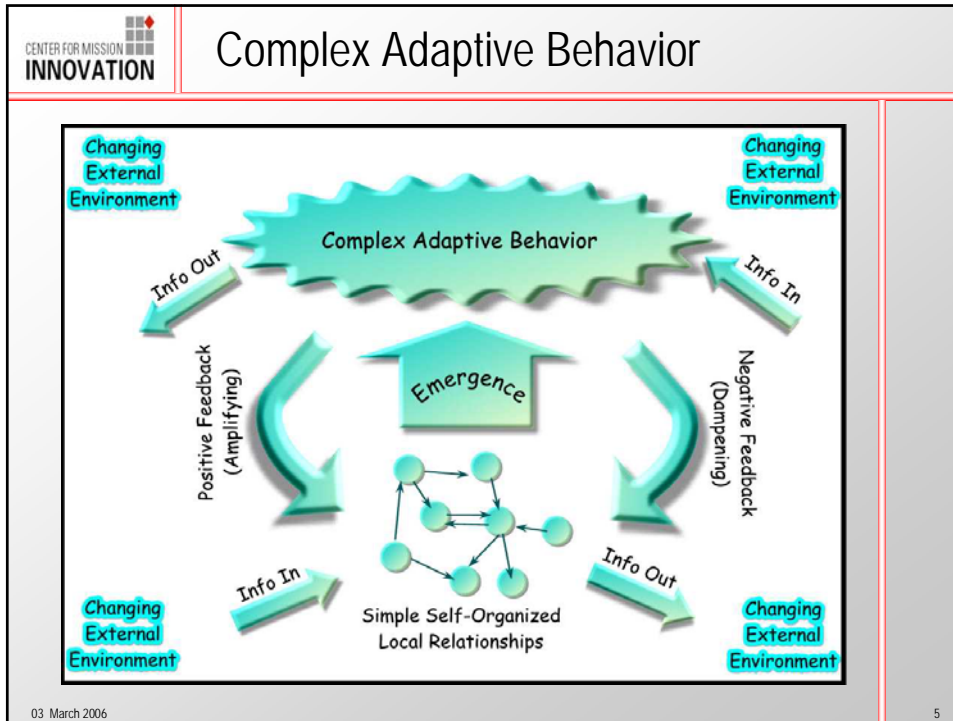
- Shorter and shorter policy response cycles are a feature of the 21st Century
- Rapid responses are required to maintain tactical and strategic advantages over those who would do the United States harm



## We Must Adapt to Change

The US National Security Community—and the Intelligence Community within it—is faced with the issue of how to operate in a security environment that, by its nature, is changing rapidly in ways we cannot predict.

**A simple answer is that the Intelligence Community, by its nature, must change rapidly in ways we cannot predict.**



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## Complexity Theory Suggests. . .

. . . that from intelligence officers who are allowed to share information and act upon it within a simple tradecraft regime will emerge an intelligence community that continuously and dynamically reinvents itself in response to the needs of the national security environment.

An illustration of a group of seven people (four men and three women) sitting around a table in a meeting, engaged in discussion.

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## There is Enabling Technology

- Two recently invented information sharing tools can enable the IC to adapt to changes quickly
  - One is a self-organized, hyperlinked “encyclopedia” called a Wiki, which is free from personal opinion
  - The other is self-published hyperlinked points of views on the topics of the day, called a Blog



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Guernica, Pablo Picasso, 1937

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Project: Pottery Glaze

Purpose: Pottery glazes are a kind of glass, which adheres to the surface of pottery. While pottery glaze is an excellent container for many materials, glaze will cover it waterproof and resistant to a variety of solvents. This property of glass makes it essential for cooking and laboratory work.

Procedure: I will mix an earthenware glaze consisting of

66% colemanite  
 9% kaolinite  
 25% silica

I will add 3% malachite for color (green) and enough water to make the glaze the consistency of cream. I will paint it on the surface of my pot previously fired (see page 12), and then fire it to cone 06 in the electric pottery kiln.

Data: I used the following materials

6.8 grams colemanite	66%	10.4 grams total
1.1 grams kaolinite	11%	
2.5 grams silica	24%	
0.38 grams malachite	2%	
22 ml water		

I only had enough glaze for the outside of my pot. I wanted to glaze the inside, too, so I made up a second batch. Later, this time with kaolinite

5.3 grams colemanite	62%	9.4 grams total
0.8 grams kaolinite	9%	
2.7 grams silica	29%	
0.28 grams malachite	2%	
25 ml water		


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Project: Pottery Glaze (cont)

Name: Irv Gordon Date: 10-18 Qty: 2000 Glaze and Glass Qty: 2000


- (1) Soda lime glass contains silica.
- (7) Pick the container sample from the mineral collection.
- (9) Malachite imparts a green color to a glaze.

Results: My glaze turned out smooth and waterproof but the color was not even. I needed to paint it on more evenly. Also the kaolinite did not impart much color, use a higher percentage next time. Also the interior glaze was grumpy. The percentage of silica may have been too high.



Conclusions: Even though my percentages were a little off, I still got a good glaze. This is because glass is a mixture, not a compound, so the composition is variable. The processing of glass, make several future projects possible, including distillation and acids.

Chemist's Lab Book



## The Notebooks of F. SCOTT FITZGERALD

The first publication of the complete Notebooks  
 —a treasury for all readers,  
 a companion for Fitzgerald enthusiasts

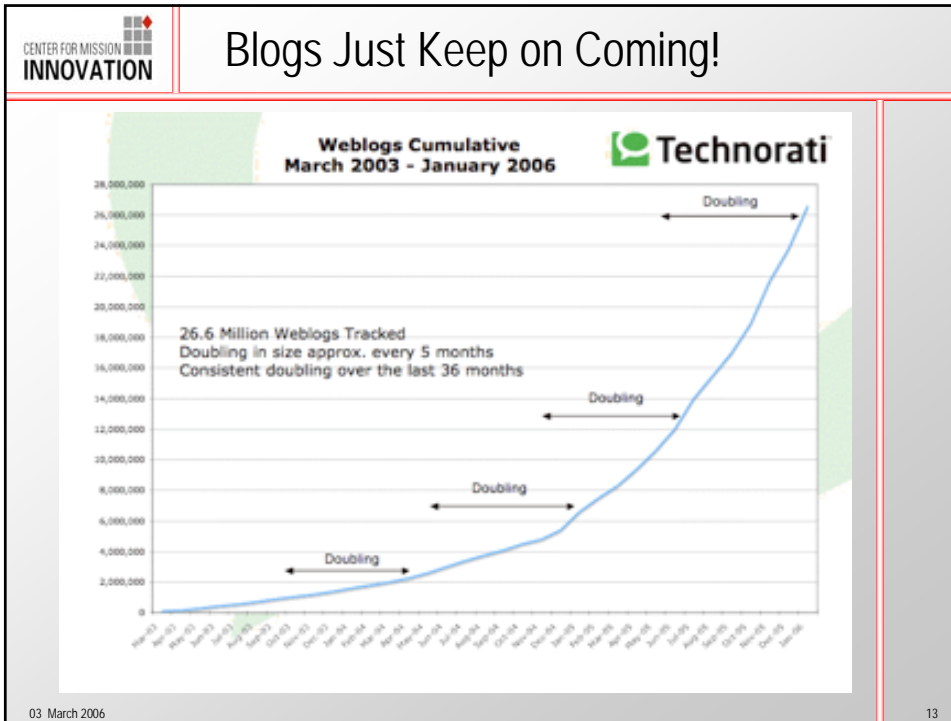
EDITED BY MATTHEW J. BRUCCOLI

## Intellectual Capital and Blogs

- Intellectual capital is stored in
  - Artists' sketch books
  - Chemists' lab books
  - Authors' note books
- Where is the IC's intellectual capital stored?
  - We call it tacit knowledge (in people's heads)
  - Blogs offer convenient way to capture the IC's tacit knowledge
  - Blogs are the 21st Century's real-time, shared, sketch/lab/note books



The screenshot shows a web browser window displaying a Blogger blog. The browser's address bar shows the URL <http://acadac.blogspot.com/>. The page title is "Disordered Cogitations" and the subtitle is "The ruminations and ramblings of an information technology tourist." The main content area features a post dated "Wednesday, January 05, 2005" titled "The Command Line in 2004". The post text discusses the author's experience with command-line interfaces from the DEC-10 and TRS-80 eras to modern Mac OS X. The left sidebar contains sections for "About Me" (Name: acadac), "RSS/XML" (Atom feed), "Links" (My Home Page, Doc Searls Weblog, Google Groups), and "Archives" (May 2004, October 2004, November 2004, December 2004, January 2005).



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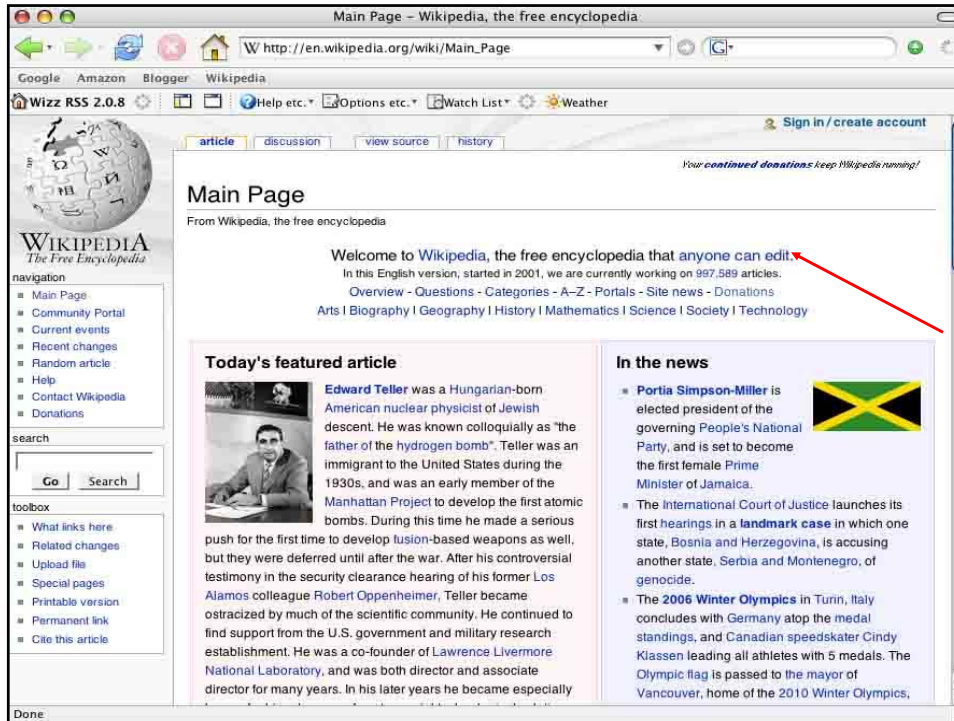
## From Blogs to Wikis

- While Blogs are single-author snippets of insight and brilliance, Wikis are multi-author "agreed-upon" knowledge.
- Blog content has a perishable feel to it, while Wiki content has a sense of permanence.
- Both are updated in real-time.



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The screenshot shows the Wikipedia Main Page in a browser window. The address bar displays "http://en.wikipedia.org/wiki/Main\_Page". The page features a navigation menu on the left, a search box, and a main content area. A red arrow points to the text "Welcome to Wikipedia, the free encyclopedia that anyone can edit." in the main content area.

Main Page  
From Wikipedia, the free encyclopedia

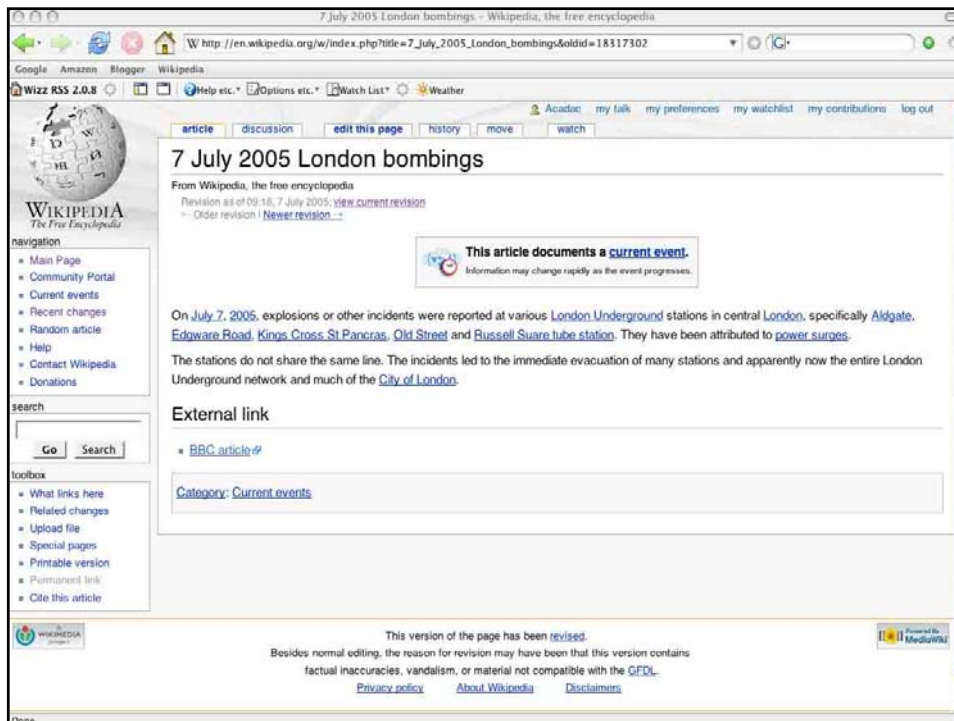
Welcome to **Wikipedia**, the free encyclopedia that anyone can edit.  
In this English version, started in 2001, we are currently working on 997,589 articles.  
Overview - Questions - Categories - A-Z - Portals - Site news - Donations  
Arts | Biography | Geography | History | Mathematics | Science | Society | Technology

**Today's featured article**

**Edward Teller** was a Hungarian-born American nuclear physicist of Jewish descent. He was known colloquially as "the father of the hydrogen bomb". Teller was an immigrant to the United States during the 1930s, and was an early member of the Manhattan Project to develop the first atomic bombs. During this time he made a serious push for the first time to develop fusion-based weapons as well, but they were deferred until after the war. After his controversial testimony in the security clearance hearing of his former Los Alamos colleague Robert Oppenheimer, Teller became ostracized by much of the scientific community. He continued to find support from the U.S. government and military research establishment. He was a co-founder of Lawrence Livermore National Laboratory, and was both director and associate director for many years. In his later years he became especially

**In the news**

- Portia Simpson-Miller is elected president of the governing People's National Party, and is set to become the first female Prime Minister of Jamaica.
- The International Court of Justice launches its first hearings in a landmark case in which one state, Bosnia and Herzegovina, is accusing another state, Serbia and Montenegro, of genocide.
- The 2006 Winter Olympics in Turin, Italy concludes with Germany atop the medal standings, and Canadian speedskater Cindy Klassen leading all athletes with 5 medals. The Olympic flag is passed to the mayor of Vancouver, home of the 2010 Winter Olympics;



The screenshot shows the Wikipedia article for "7 July 2005 London bombings". The address bar displays "http://en.wikipedia.org/w/index.php?title=7\_July\_2005\_London\_bombings&oldid=18317302". The article includes a notice that it documents a current event, a description of the bombings, and an external link to a BBC article.

7 July 2005 London bombings - Wikipedia, the free encyclopedia  
Revision as of 09:18, 7 July 2005; view current revision  
← Older revision | Newer revision →

**This article documents a current event.**  
Information may change rapidly as the event progresses.

On July 7, 2005, explosions or other incidents were reported at various London Underground stations in central London, specifically Aldgate, Edgware Road, Kings Cross St Pancras, Old Street and Russell Square tube station. They have been attributed to power surges. The stations do not share the same line. The incidents led to the immediate evacuation of many stations and apparently now the entire London Underground network and much of the City of London.

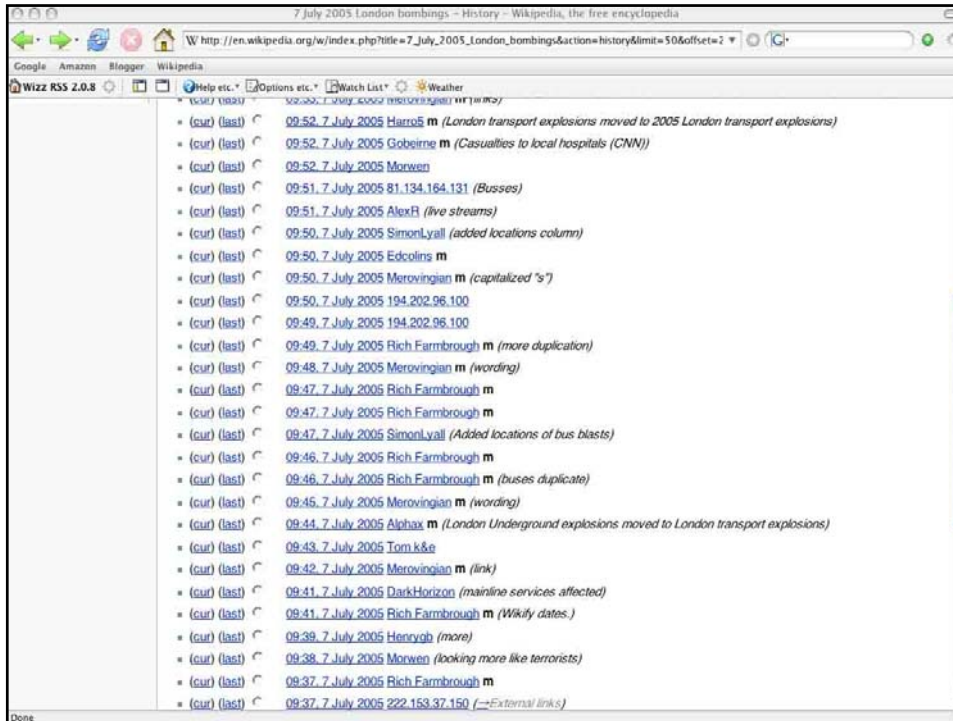
**External link**

- BBC article#

Category: Current events

This version of the page has been revised.  
Besides normal editing, the reason for revision may have been that this version contains factual inaccuracies, vandalism, or material not compatible with the GFDL.  
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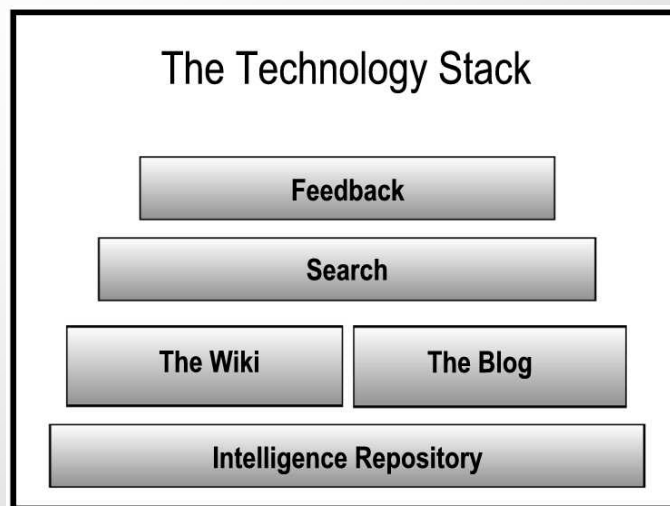


## Capabilities They Bring

- Because they are real-time, self-authored, hyperlinked bodies of knowledge that are open to everyone on the system, they can adapt as fast as a person can enter information.
- With the addition of
  - knowledgebase,
  - search, and
  - feedback tools,contributors can know--in real time--how the knowledge is received, and thus can make adjustments--in real time.



## The Technology Stack

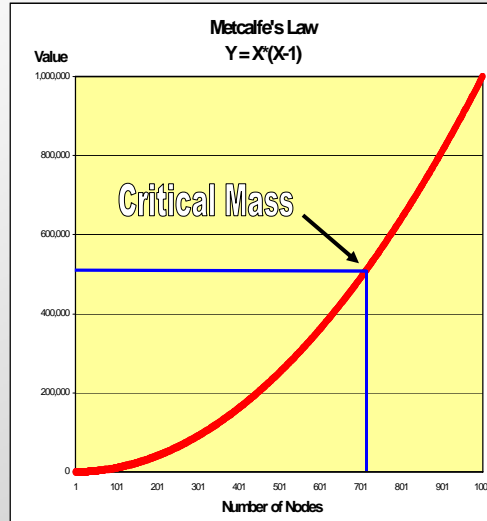


## Metcalfe and Disruption

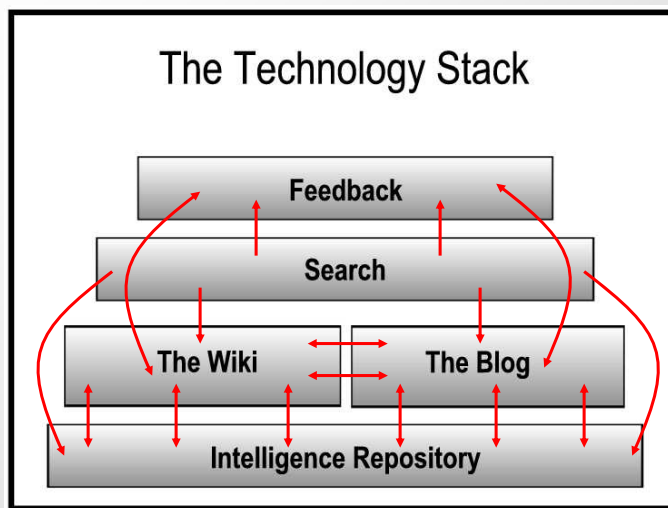
- Robert Metcalfe, inventor of the Ethernet protocol and founder of 3Com, asserted that the value of a communication system grows as approximately the square of the number of nodes of the system.
  - Andrus's corollary is that the value of a web space (wikis and blogs) grows as the square of the number of links created in the web space.
- Once a critical mass is reached, new social, political, and economic systems start to emerge. This is what authors Downes and Mui call the Law of Disruption.

Larry Downes and Chunka Mui (1998) *Unleashing the Killer App: Digital Strategies for Market Dominance*. Cambridge, MA: Harvard Business School Press.

MA: Harvard Business School Press.

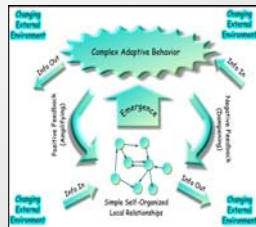


## New IC Emerges Through Links



## It is Time to Grow

- At CIA, we have created nearly 500 internal blogs in the last 6 months (a few dozen are active)
- We have an internal Wiki that has generated about 10,000 pages in about a year.
- We are just beginning to use the Intellipedia Wiki on JWICS



- Used for
  - note taking,
  - floating/debating trial ideas,
  - broadcast communication
  - drafting papers
  - publishing finished pieces (rarely so far)

## In Conclusion

- Technology is the enabler, not the solution
- The solution is changing the culture to allow intelligence officers to share and act -- with simple rules of engagement
- The ODNI must build an incentive and reward structure for those components that adopt this new model of doing business





# The End

