Lessons from Iraq: A Creative and Innovative Management Perspective

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Creative and Innovative Framework

- Problems as drivers
- Develop issues
- Generate alternative solutions
- Select feasible initiatives among alternatives
- Structure solutions as problem-solving
- Monitor for efficiency and effectiveness
Drivers
Talent
Creative talent is scarce

Vertical thinking or irrelevant gen. of possibilities
Test of appropriateness (Focus?)
Genuine Non-trivial act of creativity
New ways

Transfer Diffusion

Reshape

Rethink

Drivers

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New ways

Transfer Diffusion

Reshape

Restructure

Structure problems for solution
Selection of feasible initiatives
Generate alternative solutions
Problem solving innovation
Talent is plentiful

Issue generation
Specific tasks

Creative and innovative measurement

NETWORKS

Acts of Management
Organization
Strategic Planning
Environment & culture
Incentives & motivation
Strategic alliances
Mergers & acquisitions & LBOs
Networks

FRAMEWORK FOR CIM PROCESS
(Kozmetsky, 1988 and Carbonara, 2008)
Drivers

- Trends
- Needs
- Problems
- Opportunities
- Crisis
Issues

- Regulatory
- Economic
- Technological
- Socio-cultural
- Political
- Overarching
Acts of Management

- Organizational structure
- Strategic planning
- Environment and culture
- Incentives and motivations
- Strategic alliances, partnerships, and networks
- Mergers and acquisitions
Drivers

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Mergers & acquisitions & LBOs

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Creative and innovative measurement

FRAMEWORK FOR CIM PROCESS

(Kozmetsky, 1988 and Carbonara, 2008)
A Learning Organization Must Be a Creative & Innovative Organization

A learning organization needs two types of feedback for learning and success:

- **Tactical Feedback:**
  - How’re we doing?
  - **Are we doing things right?**

- **Strategic Feedback:**
  - What do you need from us that we’re not giving you now?
  - **Are we doing the right thing?**
  - What do you think you’ll need 5, 10, or 20 years from now?
CIM Feedback Loops

Drivers
- Goals
- Objectives
- Requirements
- Procedures

Strategic Feedback
- Constraints
  - Practices & Processes
  - Resources

Tactical Feedback

Results
- Outputs
- Waste
- Surprises
- Invisible Consequences

(Kozmetsky, 1997; Carbonara, 1999)
Innovative Management and Iraq
PCI and ATC

- Drivers
  - US military needs in 2003
    - LOS communications
    - Insurgent targets
  - Opportunity

- Issues
  - Political/regulatory
  - Security
## Timeline

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
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<tbody>
<tr>
<td>March 2003</td>
<td>PCI into Iraq with US ground forces supporting collaboration systems</td>
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<td>Jan-March 2004</td>
<td>Decision to start up Iraqi IT company; medium VSAT projects awarded to PCI</td>
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<tr>
<td>Nov 2004 – Feb 2005</td>
<td>Large VSAT project awarded to PCI; ATC scales from 1 to 20 men; PCI CEO deploys to Iraq; initial 42 nodes installed; interim elections supported by network; develop secure VOIP over satellite capability</td>
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<td>July 2005</td>
<td>ATC scales to 30 personnel and takes over on site engineering support requirement across Iraq; ATC “Red Zone” office closed down due to insurgent attacks</td>
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<td>Oct 2005 – March 2006</td>
<td>Network supports Constitutional Referendum; PCI CEO deploys to Iraq for contract negotiations, business development, installation methodology revision, project transition planning and mentoring; ATC at 40 personnel and larger than PCI (30 personnel); mission to Dahuk</td>
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<td>May 2007</td>
<td>IC2N is first successful IT project transitioned to government of Iraq (GOI) for funding through new contract; 258 nodes, 1000+ computers, 600+ phones and associated services</td>
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<td>July-Oct 2007</td>
<td>ATC trains for fiber optic installation, Cisco and Microsoft support; ATC awarded other transition projects; conducts other business development with Ministry of Communications and Defense; smaller PCI projects transitioned to ATC</td>
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Acts of Management

- Environment and Culture
  - Personal presence
  - Training
- Organizational
  - Decentralize decision making
  - Process focus
- Partnership
  - “Open” relationship
Feedback and Surprises

- Business development goals
  - Broaden scope of targets
- Procedures
  - USG often a hurdle
  - Able to visualize conditions
  - Means of collaboration
- Outputs
  - Lines of influence
- Surprises
  - Outputs viewed through IC²
Technical Innovation

- Communications on the Move
Technical Innovation

- High Latency Network Optimization / Multimode Communications Integration
Global Operational Network Enabled by EoIP RB
Lessons from PCI in Iraq: The Six Cs

- Capacity
- Capability
- Connections
- Cooperation
- Communications
- Commercialization
Conclusion

- ATC a success story in Iraq
- Feedback providing both tactical and strategic data necessary
- Flexibility and adaptability are paramount
- Basra region in Iraq ripe for entrepreneurial growth
Lessons Learned from Iraq

- Secure Ubiquitous Communication
- Trusted Relationships
- Cultural Respect