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Hastily Formed Networks

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Hastily Formed Networks

Peter J. Denning

NPS

12/12/05

HFNs at NPS

Cebrowski Institute

Network Ops theme 2004

W2COG

Rapid Response Networks

Coined term “HFN” 2004

Big Resonance on “HFN”

HFN theme 2005-2006

Interpretations

Form quick teams, then disband
Respond to crisis (3° of response)
Sense of caring
Adapting prior work (e.g., crisis
mgt)

Skills to Learn

Interagency ops (boundary crossing)

Collaborative coordination

Capacity to Improvise

Leadership in a network

Conversation Space

Medium in which all
communications take place

A set of interaction rules for
effective coordination among
all participants

Aspects of Conversation Space

Physical

communication systems
meeting places
distribution systems

Community

players and organizations

Practices

rules of interaction and coordination

Physical Aspects

mobile networks

telephony

Internet

satellite

power

fast configurability

meeting places

prepositioning essential equipment

distribution systems

Community Aspects

including all players
transcending turf issues
civil-military boundaries
sharing information
situation awareness
planning
coordinating (action, OODA loops)
building trust

Practices Aspects

rules of engagement for
multiple, autonomous organizations

must be embodied -- not a step-by-step process

getting "buy-in" on the rules

decentralized control and decision making

collaboration without hierarchy

Instructive Examples

NYC after 9/11

open, included all NY
conditioned tendency to stovepipe

Louisiana after Katrina 8/29

partitioned, protecting turf,
finger pointing, red tape,
citizens initially not included

Claim

**Doing HFN well means
mastery of conversation space**

What are the rules of the most
productive “game”?

What are the skills for successful
play?

Finding the Skill

Forming the community of help
(including those to be helped)

Getting buy-in to the “game”
(rules of interaction, engagement)

Delivering the help
(effective action)

Conditioned Tendencies

Automatic response when confronted with
overwhelming challenge beyond all training
and resources

Closed in, defensive, finger pointing,
stovepiping

(NYC experience with FD, PD)

As with personal C.T., awareness and training
is the best coping strategy

New Words and Concepts

practice (not process)

collaboration (not C2 hierarchy)

conversation space (not C2)

Summary

conversation space

communications

org issues -- coordination of authorities

effective practices and actions

conditioned tendencies