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WHITE PAPER

INTELLIGENT SOCIAL MEDIA™: IMPLICATIONS OF SOCIAL INTELLIGENCE, INFORMATION TEMPO AND RECOGNIZING THE TOXICITY OF CHAOS IN OPEN SOCIAL MEDIA; ENGAGING INFORMATION INERTIA AND CHANGING THE PARADIGM THROUGH PROACTIVE ENGAGEMENT.

THIS WHITE PAPER IS THE INITIAL DRAFT VERSION OF AN EMERGING AND COMBINED SCIENTIFIC AND SOCIOLOGICAL PURSUIT INTO THE VIRTUAL AND COGNITIVE REALMS OF SOCIAL MEDIA, AGENCY AND ORGANIZATIONAL COLLABORATION AND THE EFFECTS OF THESE RELATIVELY NEW DYNAMICS HEAVILY INFLUENCED BY SOCIAL AND EMOTIONAL INTELLIGENCE FACTORS.
HOMELAND SECURITY, FIRST RESPONDER SCIENCE & JUSTICE ADMINISTRATION

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ABSTRACT OF THE WHITE PAPER & RESEARCH
INTELLIGENT SOCIAL MEDIA™: IMPLICATIONS OF SOCIAL INTELLIGENCE, INFORMATION TEMPO AND RECOGNIZING THE TOXICITY OF CHAOS IN OPEN SOCIAL MEDIA; ENGAGING INFORMATION INERTIA AND CHANGING THE PARADIGM THROUGH PROACTIVE ENGAGEMENT.

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Social Media and the Internet have completely revolutionized communications, information operations and collaboration. However, the toxic effects of how these mediums are used and the catastrophic dynamics associated with open flow of information have widely been overlooked, ignored and in some cases, exploited, mostly by the "bad guys." Much like the Napoleonic use of weapon systems and tactics in the American Civil War, current first responders, defense and intelligence organizations have potentially overlooked the implications of "weaponized" information and the need for counter measures at the strategic level. The most dangerous threat is the coming storm that remains undetected and / or ignored. This first-generation white paper and subsequent research seek to illuminate the dark edges around social media and shine a light specifically on the toxic threats facing our nation should we choose not to engage proactively. On a second tier, the research and study will provide a look into a maturing prototype platform and the emerging / evolving doctrine that could potentially create a significant paradigm shift in support of the "good guys."

2 | INTRODUCTION

This paper is a casual introduction and theoretical thesis in one, yet steeped in many years of experience, data, and research on contemporary information operations and the toxic and catastrophic effects of modern social media related to government, conflict, security, business, and trade. If it had been created while in government service, the paper, notions, strategy, and tactics within would have been whisked away, sealed up in a secure place, and stamped "classified." It is likely that it would never have made it to see the light of day or perhaps worse, the "good guys" would never have been given the opportunity to react to the truths and science within. We, in the professions that make up Homeland Security will be forced to evaluate what we think we know, what we use to measure, and how we approach what we believe is true. In the end, it is likely that significant course corrections will be necessary and we may find that adjustments will be necessary to better reflect accurate mapping of the digital and information terrains.

This document is a "version-controlled" document. There will be more than one version and at some point, it may make sense to classify various aspects of the notions presented here and in future iterations. The narrative provides a basis for the Use-Case attachments, which will evolve into Case Studies. The written work aligns in a parallel with the now developed technology platform that is now called Intelligent Social Media™. A significant investment has front-ended this effort and a robust, secure, and agile platform now exists as a prototype to providing testing, support, and proof of the projected notions. It is understood from the outset that this work will require significant additional investment and that the ethos within the written and developed work will need to be evolved, vetted and a system of trial and error will help

to blaze the trail ahead. A pathfinder mentality will be necessary if the end-goals and objectives are to be reached. The paper does not provide the end-goals or objectives. The reason for this is nested in "cultures." In short, applications for the notions presented could look identical to very different depending on organizational cultures, mission scopes and differing objectives of those who might apply the concepts of operation (CONOP).

Conversely, private investment and academic prowess have made this study and alternative path possible. An alarm of sorts – but a problem with an attached SOLUTION. "Casual" does not refer to the deadly toxicity metastasizing in the global social consciousness or to the malignant nature of open social media in the United States or its crippling affects slowly creating cognitive dysfunction in our communities, businesses, and government. It refers to a surface-level call to arms and an early warning that the identified contagion has no smell or immediately noticeable biological affect. Yet, in the end, the resulting effects are emotional, psychological, and arguably physiological.

If one has ever had to deliver bad news or intelligence that is contraindicative to a commander set on appeasement policy, then it is there, at that point of stress that this thesis is delivered. The statement above that the work would have been lost or sealed away if it had been written under government service is not a railing judgement that someone or any organization would have deliberately not wanted the information made public for political reasons. It is also not to say that anyone or any leader would have deliberately sealed it away with mal-intent.

It is however to say, that the information and the severity of the news is such that perhaps a light-hearted delivery might help those who are able to act and/or react, to do so with deliberate intent and through the filter of necessity. Big government is not capable of the levels of innovation or ingenuity by which current modern technology and innovation are created, updated, and evolving. On the heels of the Great Depression, the United States was forced from its throngs of complacency and thrust into World War Two (WWII) by an enemy intent on destroying her ability to respond. That enemy and time of need was much more tangible and easier to pinpoint. It required significant private sector resources and the sacrifice and commitment of the people of many nations working together to change the course of history and the fall of light into what would have resulted in a blind form of global darkness.

The situation is somewhat different today, but no less lethal. Private enterprise has created a "beast" that has risen from a social vacuum created by the Internet. Those massive corporations

are not (at least do not appear to be) bad actors or deliberately attempting to destroy the free world. However, that is exactly what is happening by default. The "innovation" of the present age has also created an enabling factor that contains a toxin that is rapidly becoming a "leveling factor." The Internet, combined with social media has weaponized information and become an exponential force multiplier for many fringe elements that until now had no ability to

Twitter says no to law enforcement protest policing tool

Media Sonar was used to track protestors by hashtag and keywords.

form the ability, opportunity, or jeopardy to deliver deadly force, especially on an asymmetric scale.

The psychological and sociological factors present an even greater effect, as the "emotional battlefield," or the minds of those who might provide sympathetic or empathetic support are prepared, cultivated and deployed – sometimes without intent. So, the battlespace that we call "cyberspace," actually has deeper and more rooted dimensions that must not only be explored, but deliberate intervention must take place while at the same time, a plan and action to mitigate the already rising tide of conflict and disharmony must be set into motion. The odds are nearly impossible given the current options.

For many who are burdened with the security issues of the present age, there is a disparity with respect to generational world-view and even an inability to create the necessary bridgework to connect the elements necessary to cause a stand-down in global stress. However, it is possible, and that is what this light-hearted approach to Intelligent Social Media will introduce.

Literally, during the writing of this paper, a CNN writer (Jethro Mullen, 2016) posted an article entitled, "Facebook and other tech giants are setting up a database for terrorist content." (http://money.cnn.com/2016/12/06/technology/facebook-twitter-google-microsoft-terrorist-content-database/). While this seems a noble gesture, it comes on the heels of a large outcry from authorities in Europe who are legitimately concerned about social media being used to recruit, support and weaponize terror around the globe. A deeper dive into the intentions of some who would claim to be working to help in matters such as this finds less that altruistic or humanitarian intentions. Who is to govern intent of a project like this and what will the outcome be should someone abuse or exploit the capabilities necessary to harvest this type of information? In short, governing agencies and defense concerns cannot rely on such notions to "police" global social media. The power of government, entrusted by the people must become responsible and seek out innovation and collaboration capabilities outside the sphere of risking manipulation, deception and from placing trust where it has not been earned. In other words, a paradigm shift must take place that provides alternatives in addition to the "solutions" offered and forced by default by private sector entrepreneurs.

So, the question must surface regarding the path forward and the HOW do we get out of this mess that just a few entrepreneurs and corporate giants have created? If a person were a fan of Marvel Comics or something similar, this story might actually be found between the lines and in the scripts of the various stories and characters. It is said that fantasy inspires reality and innovation. While that is true with most certainty, it is equally true that the minds and hearts of men guide the moral and ethical outcome of such innovations. When immature and even under-developed emotions stand

behind the thrust of world-changing technologies like the Internet and social media, then there arises a possibility for what was meant for good to be used or deployed in support of evil. When this happens, it behooves good men to rise and to act and to bring balance back to humanity.

The answer may be simpler than one might think. The problem is that much like the desperate days of WWII, it will require public and private sector working together. It may also require an international coalition willing to set aside personal agendas and together focus on the common good. In it all, there is a possible beautiful result that will emerge allowing an even much greater awareness of the diversities, differences, and beauty of individual cultures to be realized. After all, isn't it the uniqueness of the individual panels coming together that create the beauty found in a tapestry or quilt? To that end, this thesis provides an initial map supported by developed technology that can help to begin an information warfare culture shift. It establishes the base from which both government and private sector, security and trade can find a new equilibrium and balance. A slow withdrawal of stress points from a global community will have significant positive and proactive results. To that end, the notion of intelligent social media was created.

3 | TARGETING "SOCIAL MEDIA"

Social Media. Well, there it is… in all its glory, this term has revolutionized every facet of our lives. Or, has it? The term itself conjures so many ideas and notions in so many different types and demographics of people. We use it in everyday life, planning and outreach, business and even in crisis management. Steve Jobs referred to himself as the "Pied Piper" more than once and true to form, the masses followed. Generally, the same can be said from all of the corporate giants, from Apple to Facebook, and YouTube to Instagram. "They" tell us – and "we" follow.

In his book, The Thank You Economy, Gary Vaynerchuk (2011) puts forward a healthy perspective on the term in notion of social media. Gary (2011) said,

> For the record, I dislike the term "social media." It is a misnomer that has caused a boatload of confusion. It has led managers, marketers, CEOs, and CMO's to think they can use social networking sites to spread their message the same way they use traditional media platforms like print, radio, television, or outdoor, and expects similar results and returns. But what we call social media is not media, nor is it even a platform. It is a massive culture shift that has profoundly affected the way society uses the greatest platform ever invented, the Internet. Unfortunately, when the business world is thinking about marketing via social networking sites like YouTube, Facebook, twitter, foursquare, and daily booth, it's thinking about using social media, so that's the term use, too. (Vaynerchuck, 2011, p. 5).

This study will work its way through both business and government operations. The nation is suffering in both areas and economic implications for both must be considered. As we journey along this path though, it is imperative to understand that context matters and that business, organizations and agencies that operate outside the façade of social media must make immediate and deliberate changes to the way they handle collaboration and the flow of information. It is the general thesis of the study that information tempo has not remained in sync with operational tempo. This lag time or "gap" remains a deficit and has both operational and economic consequences. In addition, the theory presented here also positions that by directly increasing the flow of information

and by streamlining how that information is able to flow along, around and through gaps, a form of inertia can be developed. This means in summary that information flow can indeed keep up with asymmetric variables and that the many consequences realized since 9-11 can be mitigated and perhaps even overcome. It is possible to turn the tables on our enemies and also to re-establish strength in business. The method may be considered non-traditional, if not downright unconventional. But then, globalization has resulted in new and evolving dynamics that have been exploited by the bad guys and by social movements. It is time to catch up. The "inertia" is not necessarily resistance to the normal flow, but an ability to flow adjacent while at the same time overcoming through a form of resistance.

At the time of this writing, the United States is in troubled times. A spawning radical movement called "Black Lives Matter" has taken responsibility for deliberately killing police officers and others. It has gone viral on the Internet, the news, and in all forms of social media. The country of Turkey has experienced a non-effective coup attempt and 1500 US military personnel are being held captive. There have been several mass shootings, all of which have radical Muslim ties. The nation is tearing itself apart as wild and much inaccurate information is disseminated literally by the minute.

These events are an example of information oversaturation and the inability of society, communities and culture to adequately absorb accurate information, process the data and then to act, react or disseminate appropriately. This research will address over sensitizing culture and diluting factual information. It will also address the effects of emotional intelligence, or the lack thereof with respect to information flow, as it relates to community, national and global security. The same dynamics have both direct and indirect implications and economic considerations for business and trade at all levels.

When data or media flow through a designated path, bandwidth is directly and indirectly impacted

based on the amount of information flowing at one time. In somewhat of an irony, silos can be good when it comes to the flow of information. This does not mean that information cannot be shared and even shared in exponentially in terms of volume, context and product. What it means is that building new roads and highways can be far less expensive and far greater in terms of productivity that attempting to use the same highway that everyone in the world is currently driving. Wouldn't it be nice to have a private road that supported your own operations and business? The user can jump on the superhighway anytime she likes. However, if we can save fuel, efficiency and be more direct, doesn't this save us time, effort, energy and perhaps even save or make a return on investment? Well, information works the same way. Here's how:

One might say it would be like trying to resist a tidal wave to make a different approach with Social Media. But there's an old axiom in the martial arts that teaches the student to "flow like water." Perhaps "we" have nothing to change. Perhaps there is nothing to resist.
Perhaps… there is just… MORE.

4 | STRATEGY & TACTICS
TECHNOLOGY/INFORMATION ADVANCE HAS OUTRUN OPERATIONS

Can we agree that strategy and tactics are necessary in business, military and emergency management? The purposes of this study, will assume that the answer is "yes." Let's take a quick journey back to the mid-1800s when this country was experiencing great unrest. The historian or the sociologist might make significant parallels between that time and this if we were to look at issues in social conflict, economic short site and even in technology advance. But, leaving the majority of these parallels behind in this discussion, let's build a bridge to analogy regarding technology advance.

To be clear, collaboration and communications are the focus of this study. However, both business and operations, be that military or first responders, can learn from critical oversight experienced during the early years of the American Civil War.

The Battle of Shiloh, Tennessee in 1862 revealed much about the American sociological landscape. Many of the leaders at this battle and at that time were generally unknown. They would make great mistakes, some would die, some would be wounded, and some would rise from the ashes. Learning from our mistakes after they have been identified is critical to operational success and economic gain. Mistakes will be made, oversight will occur, but what we do, or don't do with the knowledge will have direct and indirect implications for the future. Let's take a look at the technology used to fight battles in the 1860s. There is a significant parallel with respect to emerging technology of that time and how collaborative technologies of our time have been misused or overlooked for obvious implications in operations and trade.

Winston Groom (2012), a well-known Civil War historian detailed the matter like this,

> By the time the Civil War broke out, great advances in weaponry and then made in both artillery and small arms, but both complex strategies and, more important, the field tactics used to carry them out remain Napoleonic, meaning they were outmoded by nearly 50 years. Thus, large columns of infantry again and again were needlessly and recklessly exposed to the worst kind of close on slaughter (there is no other word for it). Nor had medicine made any appreciable inroads other than the invention of crude anesthesia that was often unavailable. The result was a ruthless battlefield butchery almost unimaginable at that day and time. Americans, for instance, suffered more casualties in the daylong fight at Shiloh than all of the casualties during the American Revolution, the war of 1812, and the Mexican war combined. (Groom, 2012, p. 16).

One general theory behind this research is that much of today's current violence has been instigated and exacerbated by a global and unbridled approach in social media. Much like having complex weaponry during the Civil War deployed with Napoleonic tactics resulted in catastrophic injuries, unbridled and wild frontier of the Internet has resulted in numerous negative implications. The Arab Spring, while seen by many as a positive uprising an outgrowth of social media and the Internet, it was also, or should have been a significant warning sign that information was rapidly beginning to out run operations, intelligence and analysis. Additionally, cyber teams should have quickly realized that the Internet holds a vast and untamed wilderness of resources, data and opportunity that have yet to be tapped. Something should have been going on in the minds of scientists and analysts alike, much like the proverbial light or an exclamation point in the call-out box above their heads. But, that was in 2010 and it is now 2017. It does not appear that the light has yet come on or the idea that if these technologies could be used to undermine, subvert and aside government operations, then this should have been looked at as the "enemy" has weapons that we do not and we need to figure out how we are going to exploit (or counter) this. – Exploit or counter what?

Communications and collaboration – that's what. Since 9-11, we have talked about, pontificated on, and written countless volumes on how we will better collaborate, share information and "change" the way we communicate. But in reality, not a lot has actually changed. Change has taken place more at the hardware and R&D levels than in reality or in support of relational collaboration and

operational support. A great example of this would be "radio bridging."

Right after 9-11, then Hurricane Katrina, one of the big buzz words was "radio-bridge." The idea was that a bridge, be it analogue or digital needed to sit between agencies so that radios could be immediately tied together in the event of an incident. Our group used both digital and analogue. When it works, it is a pretty neat idea and can be helpful. However, the reality is that very few agencies, even agencies that have the technology actually use it in times of crisis. The general plan is still the same as it was before these terrible events. You give me one of your radios, and I'll give you one of mine…

It hasn't really occurred to the professional communities of first responders that maybe all communications do not need to take place over RF, but rather, maybe there has been an emergence of new technology that might help ease the burden. This is not to say that agencies are not using social media and other social tools. It is to say that a concerted and focused effort to define what this looks like has not been undertaken to date and this area remains a frontier for ideas, innovation and strategy. Generally, both business and defense sectors have done a very good job of mining and analyzing existing social platforms.

Unfortunately, this has not closed the gap that still exists between communications and operations. This remains true in both business and public safety and defense.

But then, there's an additional issue that arises when the factors produced by globalization enter the equation. Asymmetry then creates a very complex problem as people and organizations find themselves geographically dispersed, cut off or deliberately established to cover territories or regions not considered before the emergence of globalized business and community.

It isn't that our military, government, or even private business has not had the tools or the know how to solve these problems. The Arab Spring took place in 2010. Matters of cyber conflict, engagement and even notions of "swarming" began to surface in the early to mid-1990's and then doctrine began to develop in the early 2000's. It's not easy, and in some cases near impossible to keep innovation and operations at, or close to, the tempo of ad-hoc and entertainment innovation. We see this in matters such as the Arab Spring, the London Bombings, or in contrast the latest

funded version of the iPhone, iPod, or the many video games that roll out every year. There's more to consider here before getting to the solutions and possible strategies. It is critical to understand that digital space is much like terrestrial space. It is real and actions that impact and influence take place within the cyber world every second of every day. Velocity and speed of information flow only increases. Because this is a true statement, it becomes a catastrophic event waiting to happen the longer the matter is delayed or procrastinated. In addition, the asymmetric nature of current social events only increases the complexities and sets the odds greater against business and economic growth and by comparison, government operations.

Perhaps a couple important elements to consider were mentioned by Gupta and Brooks (2013),

> What is important is appreciating how Tunisians (and eventually other people) use social media to share with each other and the world the news about their country's problems, to help organize protests, and to help delegitimize and fight back against government and security forces.

> Official Tunisian media including the local newspapers and radio stations did not discuss the suicides. Tunisians, a young, literate, and computer savvy people, use mainstream social media sites such as Facebook and Twitter and blogs to share their thoughts about how they can improve their situation--specifically, overthrowing the government. (Gupta and Brooks, 2013, p. 4).

On its face, this information may not seem to be as radical or as operationally significant as it actually is in terms of real-world concern. These notions of how young people use existing infrastructure to defeat a government can also be seen in the shadows of current events in the United States in 2016-2017. This threat to business and community must be taken seriously and we must adjust approach rapidly before it is too late. Before moving on our thinking about solutions, it is critical to understand asymmetry in terms of both defense and trade.

5 | ASYMMETRIC
WHAT DOES THIS HAVE TO DO WITH GLOBAL TRADE OR FIRST RESPONDERS?

Asymmetric? What Does This Have to Do with Global Trade or First Responders?
Everything. In 2000 the RAND Corporation, National Defense Research Institute, published a paper entitled "Swarming and the Future of Conflict," by John Arquilla and David Ronfeldt. Swarming is a concept that evolved out of maneuver warfare. However, it is also a concept that should be understood not only by military, but by first responders and by businesses engaged in multi-location, franchise and international trade. For purposes of this study, focus will only be given to matters in terms of communications and collaboration as it relates to social conflict. Arquilla (2000) stated,

> At the level of social conflict, advances in information technologies and organizational methods and similarly powerful effects. Whereas, during the 19th century, social activism and revolution evolved from melees to massing, in the 20th century complex maneuver strategies began to emerge, under skillful guidance from leaders aware of their growing ability to mass selectively at points and moments where the governments they opposed were weak. Thus, although the social revolutions of 1848 all failed, the Mexican and Russian revolutions of the early 20th century, occurring but a few years apart, were wildly successful. These revolutions involved in emphasis on the creation of mass organizations that could hold mass demonstrations, but they were also the harbingers of quote "maneuver-oriented" social revolutions that would, in coming decades, help bring about the downfall of colonial empires and the rise of both totalitarian and theocratic (i.e. Largely Islamic) regimes. One of the best cases of "social maneuver" was Gandhi's nonviolent campaign to undermine British rule in India. This last example, although it reflects the selective massing— in the Indian case, for strikes and protests— that goes with maneuver, is also replete with (successful) efforts to overwhelm the whole British system of colonial governance on the subcontinent— and may thus be thought of as a case that involved "swarming" as well. (Arquilla, 2000, p. 20).

History clearly shows us that the same dynamics have existed most likely for as long as man has inhabited the earth and lived in organized community. The emergence of technology however, introduces a new dynamic in today's world force multiplied our increased by velocity and rapid flow of information. Transportation and other advances associated with globalization increase the lethality of swarming and asymmetry in conflict. In kind, the threat to trade is increased exponentially by the same and similar dynamics.

Gupta and Brooks (2013) indicated similar concerns regarding social media. They said,

> To ensure government forces did not monitor social media sites to determine the locations and timings of protests, the Egyptian protesters tweeted to secretive hashtags made up of nonsense words. Only activists and protesters in the now understood what tweets to these hashtags meant, so only they knew where protests were going to happen. (Gupta and Brooks, 2013, p. 7).

This consideration is given to mitigation, strategy and generally what can be done to counter these types of actions that arise ad hoc or even as planned tactics, one must literally step out of the world of social media as it is portrayed by the "pipers." It is not likely that surveillance or counter-cyber-operations will be able to keep up, much less identify these types of negative implications at any time in the foreseeable future. However, consideration can be given to increasing operational and collaborative tempo in terms of erasing "business as usual," and replacing it with an alternative that increases velocity and tempo. While not an equalizer, it does have the potential to even the playing field for both business and defense if know how and approach are applied within a similar or better digital, social and Internet platform and/or environment.

Arquilla (2000) discusses swarming in terms of "pulsing." It's important to recognize that outdated communications strategy and technology must be supported, augmented and/or replaced by a medium that brings tempo in line for both sides of the equation.

> The key active process of the military's work is "sustainable pulsing," a leader force or fire. By this we mean that swarmer's will generally take their positions in a dispersed fashion— much like U-boats on patrol. Then, they will be able to come together, concentrating their force or fire, to strike at selected targets from all directions. After a strike, they will be able to re-disperse— not only to blanket the battle space but also to mitigate the risk posed by enemy countermeasures— ready to "pulse" to the attack again, as circumstances permit. This should not be thought of as a strictly military phenomena. Sustainable pulsing can be undertaken in social action as well. As seen from time to time in Serbia, those protesting the Milosevic regime's nullification of local elections a few years ago, for example, were able to assemble in very large numbers on many occasions. A similar effort is underway by civil society actors in Serbia now. (Arquilla, 2000, p. 22).

It is critical to understand that these principles of swarming and asymmetric operations apply not only to social movements, but these phenomena and principles can be applied to daily and operational business and defense communications and collaboration. It is one position of this study that this dynamic capability has been overlooked because significant attention, by necessity, has been given to a reactive approach and to mitigation of nonstop, ongoing social matters and numerous levels. The reactive analytics and approach to searching the haystack for the proverbial needle must be supplemented and supported by collaboration and communication in kind.

Meaning, that protected networks and information flows must be used and form factors similar to or better than existing social infrastructure must be designed, implemented and used daily. The principles of swarming in warfare are somewhat similar to a principal in physics, whereas and given known scientific principle may apply relevance on many levels and in many different circumstances. To that end,

> Swarming has two fundamental requirements. First, to be able to strike at an adversary from multiple directions, there must be large numbers of small units of maneuver that are tightly Internetted— i.e., That can communicate and coordinate with each other at will, and are expected to do so. The second requirement is that the "swarming force" must not only engage in strike operations, but also form part of a "sensory organization," providing the surveillance and synoptic-level observations necessary to the creation and maintenance of "topsite." Thus, swarming relies upon what Libicki (1994) calls "the many and the small," as well as upon Gelernter's (1991) notion of a command element that "knows" a great deal but intervenes only sparingly, when necessary. These two fundamental requirements may necessitate creating new systems for command, control, communications, computers, and intelligence (C4I). (Arquilla, 2000, p. 22).

In law enforcement and first response, the focal point is more RF (Radio Frequency). The market caters to what we know and what we have always done and the ways we have always done it. Divide the pie and continue to divide the same pie… That's the model. But, what if we were able to make more pies? What if we stepped out of the box and began to look at communications and collaboration differently? Does everything that needs to be communicated by a police department need to be communicated over the radio? Obviously, the answer is "no." So, mobile cellular transmission then takes some of the load and voice still dominates, supported by what amounts to texting. Texting or messaging as it was called at first was used sparingly for many years. But

there's still more…

A next generation or an improved way of using and leveraging what we already know. This study

is developed through academic research, real-world experience and significant investment in the development of a platform or a Platform as a Service (PaaS). But who drives the platform and what people do with it? This study will explore that question and the many possibilities left on the table as the masses follow the "Pied Pipers" of the contemporary Internet. This study provides an exit ramp and a new road to success for future operations. The exit ramps will be demonstrated through the documentation and exercising of use-cases. The study group has already produced a significant and useable operational platform. It is referred to as "Intelligent Social Media™." Current configuration presents the platform as a PaaS (Platform as a Service). The platform

seeks to create a fusion of the social and collaboration tools needed daily by both business and government. It works on the theory that time and tempo are critical to operations. The use-cases described will allow for active thought on how one might increase their operations productivity and efficiency and how an organization can save time and money, while also creating a more robust and effective environment for management and leadership to realize success.

> It's not as hokey as it sounds. In fact, it is exactly how the business world used to run. I believe that we are living through the early days of a dramatic culture shift that is bringing us back. Oh, and at the world we live and work and now operates in a way that is surprisingly similar to the one our great-grandparents knew. Social media has transformed our world into one great big small town, dominated, as all vibrant towns used to be, by the strength of relationships, the currency of caring, and the power of word-of-mouth. In order to succeed now and in the future, it's going to be imperative that we remember what worked in the past. (Vaynerchuck, 2011, p. 10).

The information in this white paper and research is in no way positioning against or in contradiction to current Internet and/or social media trends or available and/or emerging technologies. It seeks to explore additional and alternative use-cases and paths toward positive outcomes. It acknowledges the toxic counter-social and counter-intuitive nature of present global social environments. It is the position of the research that social media has evolved out of available technical matter and it continues to evolve in a global and at times out of control dynamic. The research also presents

the position that there are other forms of social approach using similar technologies that have been missed along the way and both technologies and strategies that could result in significant "game changing" results for communities, the country and even the economy. It is here that the research will focus as it runs along the edges of current social trends and technologies. It will give examples and provide use-cases where additional knowledge applied through the use of technology can and will change the social climate and even provide positive lift to private and public organizations willing and able to "get out of the box" and to walk freely in a fresh and individual community approach to networking and social interaction. A question that must be considered would sound something like, "Is it possible that the global community has been fooled, intentionally, or unintentionally, into believing that social media and open internet are a healthy condition?" In kind, maybe another question might take the path of something like, "Is it possible that the "feel good" state of social media at large has actually created a knowledge deficit and / or a pseudo-exchange of relevant information that has become diluted, emotionally charged and even erroneous?" Perhaps, exploration must be given to the margins of error being caused directly and indirectly by the plethora of people engaged in pseudo-intellectual engagement within the frameworks of social media and the Internet at large. We must know, from an intelligence point of view, what impact does this have on national security, stability and even our ability to find the "needles in the haystacks" of the future. Socialization and social intelligence are key contributors to human health and significance in human interactions. Goleman (2007) in his work titled, Social Intelligence stated,

> How "soft" epigenetic factors like our relationships affect our health has been an elusive scientific question. Whether they do at all, and to what degree, can best be answered by looking at thousands of people over many years. Some influential studies seemed to suggest that the sheer number of other people in one's life predicts better health, but they miss the point: it is not the quantity but the quality that counts. Far more telling for our health than the absolute number of social ties we have may be the emotional tone of our relationships. (Goleman, 2007, p. 224).

It is interesting to informally note how many people have negative things to say about their interactions on various forms of social media. Invariably, people will indicate a negative connotation associated with all of the "negativity," yet, they seem to migrate in almost an addicted way to the very same medium that they know causes them stress. Why is this?

Generally, people need and long for human interaction. Yet, the quality of that interaction, as Goleman suggests is going to have direct and indirect implications. It is reasonable to associate these same factors with the processes that any business, network or organization experiences as well. Consider the negative connotations of a toxic network associated with business, strategic operations or just daily engagement within the context of an organization. Applying the group-think dynamics that Goleman deals with in his work on emotional intelligence and now many other psychological, sociological and even counselors are beginning to note, these same toxic interactions will logically have negative impacts on productivity, learning and even performance in the work place. Consider the implications as we move through the logic of this paper. Also, conversely, consider the

positive implications that could be associated with creating a quality driven operational network where people are taught to respect one another and the increased tempo of information flow is used to positively support productivity, performance and even social harmony (another identified factor needed to create positive organizational performance).

So, consider this with respect to Goleman's notions regarding the quality of relationships and their associated health benefits and/or risks. Goleman (2007) went on to say,

> Conversely, data from a number of large epidemiological studies suggest that toxic relationships are as major a risk factor for disease and death as are smoking, high blood pressure or cholesterol, obesity, and physical inactivity. Relationships cut two ways: they can either buffer us from illness or intensify the ravages of aging and disease. (Goleman, 2007, p. 224).

Consider the implications with respect to first responders, military operations and humanitarian relief efforts. The social science is a known quantity and the implications are well documented. What if, rather than wading into the pool of dysfunction, "fake news" and social disharmony, organizations began to create positive internal ecosystems that allowed the organization to grow and flourish? What if those networks could not only face inward in support of a positive social and emotional growth within the organization, but networks could be established outward facing to allow positive social engagement with those we do business with or with the communities we serve? Without all of the distractions and negative dynamics associated with

an ocean of information running out of control, positive and prospering relationships could be developed, cultivated and nurtured. The implications of this kind of modeling should be obvious to the professional practitioner whether in community outreach, intelligence, enterprise building, multi-national or cross border operations. The implications are significant, if not epic if viewed through a type of centrifugal lens forcing a resistance to current trends of open and uncontrolled information tempo. Little by little, strength could be returned to communities and corporations, increased productivity could be realized by first responders and government organizations; operational tempo in military environments could be realized and if calculated properly and accurately, a level of dial-down could be experienced by various populations that now freely flow within the unstructured data environments of the internet and the mega-social environments.

It is logical to conclude that not only the health of individuals is affected by toxic relationships and quantity rather than quality thinking and engagement. Rather, this study puts forth the notion and position that quality and focus are key to building healthy and productive communities. These communities already exist in our culture and must be nursed back to healthy levels of relational social intelligence. The future of the nation depends on this. It's that important.

6 | A FOUNDATIONAL BASELINE
AND A PLACE TO BEGIN COUNTERING TOXIC SOCIAL MEDIA

This study lays the foundations for additional work to build economic and security trends and to increase what the research will coin as TRADESEC (Trade Security) and Information Tempo (the tempo and velocity by which information travels and is consumed, processed and disseminated). The research will also promote a position of proactive vs. reactive social media for business and first responders. This notion alone is revolutionary and will need to be explored far beyond the initial advances assumed by this paper and the associated academic and operational programs.

In the article mentioned earlier regarding the large social media companies "working together" to create a database and to "crack down" on terrorist content must be noted. With good intentions, the Internet was formed and with good intentions, social media was birthed. But something happened. Something dark crept in and changed the brilliant notion that we could all communicate. We could build a global community and everything would be better. A notion, that sounded wonderful. But, the reality is that there are bad actors and there are numerous entities and actors who prey and continue to seek the destruction of the good. What was meant for good became an enabler and a force multiplier for evil.

Is it logical for leadership (business or government) to place "trust" in the entities and personalities

that created the problem in the first place? Remember what Gary said earlier in this writing… Social media is really just an illusion. It is really all about relationships and how we interact with one another as individuals and groups. Those interactions have direct and indirect implications on an exponential number of unintended factors. "Monitoring" the problem is not the answer. Slowing the velocity of the forward and omni-directional momentum is just the beginning.
Can a partnership yield the necessary results needed to dilute and dissolve conflict? Or, is it possible that another level of power corruption will occur as a result of an insufficient level of

oversight, or perhaps even worse? Who is to say what will be done with the collected information. Who will decide what is "hate" or "terror"? Will it be the students who cried out in pain and agony when the last presidential election was concluded in the United States? Maybe, it is in this space that government excels. It is time for contemporary government and business leadership to lead and to provide smart choices that will enable safe and secure communities, quell delusional civil unrest and allow innovation to take place in the healthy holistic incubators of local community and business, where it was birthed in the first place.

What if the solution to the problem were not in pandering to those who caused the problem in the first place? What if the problem were manageable and the Pied Pipers no longer controlled the tempo used to build a positive inertia with the capability of countering a rapidly expanding global information tidal wave? The rhetoric is necessary to understand the phenomenon because such an information abyss has never existed before current times. The velocity of information is moving so rapidly that it is impossible for those charged with keeping peace and order must turn to those who are feeding the chaos. Does this really make logical sense?

What if there were a way to dilute the effects of globalized information propagation and a parallel way to force the information moguls to align the context of their self-imposed "crack down" with the legitimate contextual needs of society and the governments designed to "protect" them? The appetite for information is much like the insatiable appetite for oil. People will fight and kill over both commodities and both must be intelligently managed. Those who have been entrusted with such resources by default must be responsible for how they choose to manage and/or manipulate them.

7 | SO WHERE DOES ONE START?

So, let that place be here. A stake in the ground of sorts. A place to start the "thinking" that we have all failed to do as we have followed the "pipers" and as we have been told what we want, how we want it and how it will be – or become. It's time to change the game, restructure the playing field and adjust the rules we've become accustomed to accepting. We can still play the same game, but maybe, just maybe, there's a way somewhat like an NFL approach to the game… Maybe, we can speed things up, adjust our tempo and run the plays according to our own teams and environment. So that's exactly what this research is going to put forward and as it grows, "we" will together realize that we don't always need to be told what we want or how we are to do it. It is a difficult dilemma to spawn innovation within the government environment. That's why those of us who have served in one capacity or another must bring the operational knowledge into the arena of innovation that exists generally outside government bureaucracy. In no way is this an insult or condemning of established structure. A healthy balance between innovation and governing can exist. Exceptional talent exists in both environments. Bringing those entities together, much the same as the Kennedy Administration realized the immediate need to put a man on the moon or that we needed a much more innovative approach to special warfare. Some years later, look at where we are in these arenas. Information operations must be evaluated and pushed forward with much the same free and pioneering spirit. The current day brings with it a few new dynamics like globalization and economic and social related asymmetry - at a level that is unprecedented in the history of mankind.

8 | RETHINKING BORDERS
AND WALLS IN AN ASYMMETRIC GLOBAL ENVIRONMENT

Since the days following the terrible events of the bombing of the Twin Towers in New York City, we in the United States, as well as our allies have discussed and demanded a new need for renewed and better collaboration and information sharing. But have we actually achieved the end-state? Do we really collaborate or share information? Generally, the answer seems to be that, not a lot has changed. Of course, we have new technologies and we manage knowledge platforms with greater skill. We've accomplished a great deal with data, big data and even done some neat things with what is now called predictive analytics. But, do we really collaborate? If not, why not? In his well-received and detailed report, Lines and Flows: The Beginning and End of Borders, Alan Bersin (2012) writes,

> But all the emergency measures taken immediately after 9/11 collided head-on with the realities of global travel and commerce through transit zones and supply chains. They also directly challenged our self-image as an open, free, and welcoming society. The unacceptable economic and political consequences of shutting down the border, coupled with the new security imperative, forced a fundamental shift in our perspective. We began to understand that our borders begin not where our ports of entry are located, but rather, where passengers aboard air carriers and freight is loaded on maritime vessels bound for those ports of entry. In order to forge practical arrangements to take both travel and trade security into account, borders needed to be viewed and managed as flows of people and goods as much as lines in the sand, on the water. or through the air. (Bersin, 2012).

In current politics, only five years after the writing of Mr. Bersin's paper, there is a strong and impulsive move to close the border between Mexico and the United States and to "control" illegal

immigration by "building a wall. There is no doubt that intentions are admirable and good. However, there is a better way and it aligns with the current evolution of people groups and communities. Considering the implications of social intelligence and social media with respect to border security is not something that immediately jumps to the top of the strategic considerations pile.

Did we really learn anything from the events of 9/11 and other major events since that time? It seems we are distracted again and possibly lulling back to what is "familiar" and also to what we are told by the Pipers. Experience, reason and training tell us that we must have barriers along an open border in various locations to help provide deterrents and to at time provide redirection of threats. However, it is also widely known among physical security practitioners that physical barriers, to include walls, fencing, gates, etc. are just a delay tactic. These images of the border fencing near San Diego provide some insight into how easy it is to breach the current barriers. Those intent on coming across will do so and will devise methods and ways of breaching and/or bypassing in very short order.

In today's global environment, security professionals must consider "smart barriers" and "smart borders." A brief example of this might provide better collaboration between those who work along the border. Current methods require the use of outdated or ineffective methods to support interdiction, engagement or response. Information flow can force-multiply short-handed operations causing efforts to be much more effective. Combined appropriately with various levels of technology, like sensors, cameras, drones and personnel, a vast area can be much more effectively covered eliminating the need for ineffective barriers and allowing for increased jobs and economy. These same principles can be applied to vehicles crossing the border, which is responsible for a large number of illegal crossings. In short, approaching borders with a healthy balance of personnel, procedures and technology can achieve far more than a simple archaic barrier that is already known to fail in effectiveness and budget. The current age requires innovative thinking on the part of security and government as well as the corporate world. Innovation must drive decision making. Decision making must be guided by intelligent and well-informed decision makers. Knowledge is indeed power.

LET'S LOOK AT THE MATH (FIGURATIVELY)

9

Is it possible that political distractions and other asymmetric world events have diffused the resolve to understand the equations? Is it likely that we have had the solutions all along and perhaps failed to see the proverbial forest for the trees? Is it possible that maybe we, because of the sophistication of our time have looked over the solutions we seek thinking that because of the severity of the damage inflicted by our enemies on us while we were not looking - well then, maybe the solution must be a complex and even complicated tapestry of technology, strategy, tactics and policy?

Speed, mobility and rapid flow of information have been a mantra of government and business since leaders began evaluating the events of 9/11. Much has been accomplished regarding hardware and systems architecture. However, little has been accomplished and a severe deficit continues to exist regarding the actual flow of information and the ability of that information to keep up with demand, operations or news. Globalization has expanded exponentially since the days of the terror attacks on New York. Interdependencies between countries and even the expansion of businesses
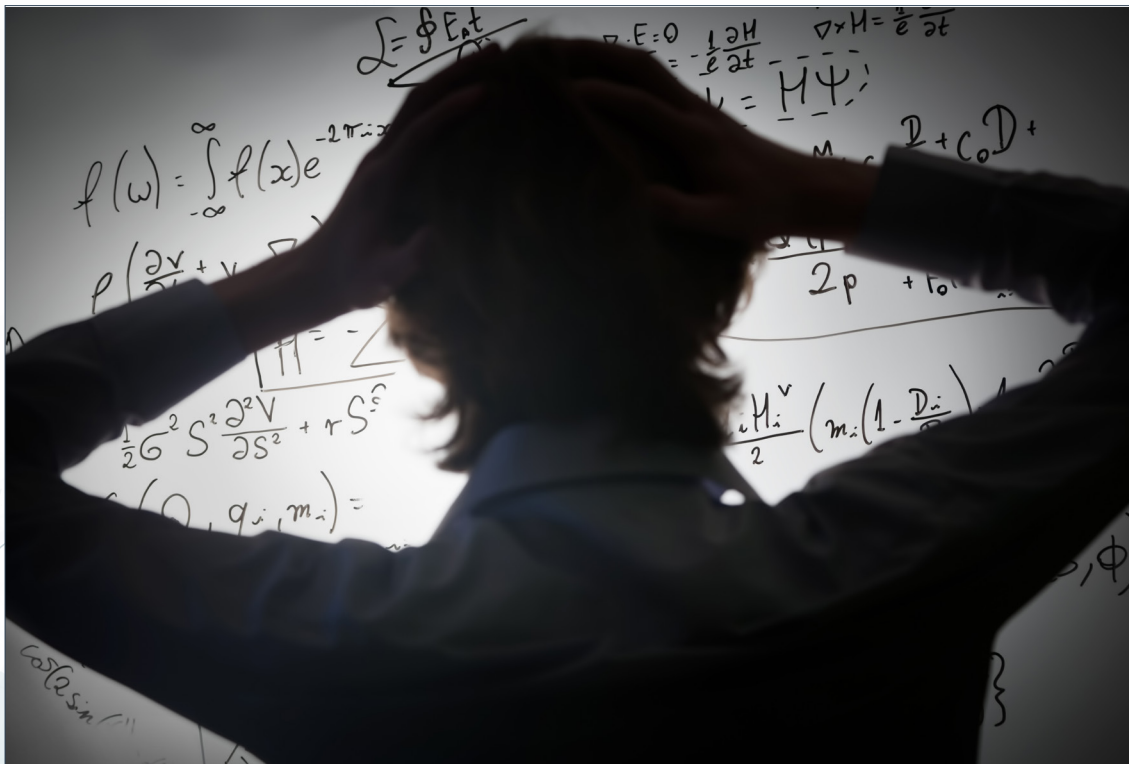
into multiple countries and cultures has grown and continues to grow today, even despite the economic downturns of the housing markets and other economic strains associated with a lack of market confidence. Perception drives decision-making. Solid decision making cannot happen effectively without the creative energy created by strong relationships. So as one considers the relational nature of business and/or operations, it becomes imperative to understand that the strength and ability of information process is supported by positive and speedy relational interactions. The global Internet and all of its "innovation" have provided the tools to increase speed in the same way that power tools help a carpenter to be more effective at building a house or a building. However, the missing element is to deploy these power tools within the environment where development has been focused clearly on objectives and outcomes.

In other words, the current "innovation" strategy attempts to shoehorn everything, everyone and all things into the Internet of Everything. It's a pretty amazing concept, but it's not the way humans are designed and it becomes counterintuitive to attempt to do all things in the same space without the peace of mind, security and creative energy that is created by people having their own space and place to "think" and develop healthy relational interaction with others.

Consider the relational aspects of some current global platforms. The average person prior to the emergence of such virtual spaces on the Internet did not communicate or engage with a fraction of the individuals or organizations they now call and label "friends." On its face, this seems like a welcome and amazing notion. It is just that – amazing. However, in context of business, operations, management or even in terms of family or community relational interaction, it is anything but healthy.

So how is information throttled for development and management and then moved into the larger space for consumption? The answer is actually simple. The power tools (PaaS and Social

Networks) must be made to support the smaller networks and allow the builder networks (business, gov't operations, R&D, management) to regain and build strength and indigenous autonomy. The market and demand will never allow society to go backwards toward a closed or even silo-type environment. This would actually not be good and counterproductive anyway. However, much like the overworked executive or the government salaried official who works tireless hours on a static salary, the end game becomes counterproductive, resulting in burnout, transitions, termination,

poor performance and an eventual dumbing down of the position, as qualified personnel tend to move on.

Following this logic, one can begin to see that the gaps will be filled by less capable and more energetic, but less socially intelligent entities. Over time, knowledge becomes diffused and ambiguous and people and social organizations become angry due to the lack of controlled interaction. Youth surges as Huntington might refer to them will evolve, as those mature enough to realize the dangers of the environment begin to pull back. These dynamics are real, they are serious and they are a result of a virtual society emerging that is out of control.

The answer is simple, but it has not yet been introduced into the reality of the global community. Smaller more efficient networks that mirror the actual and real networks that people and organizations work in daily are necessary. These networks can in time be connected and interconnected (Next Gen ISM), providing the social controls necessary for healthy community and societal interactions.

The events and results of 9/11 and Hurricane Katrina may well have shaped the thinking of the United States more than any other events or disasters of our time. Perhaps under the surface, at an emotional level - or perhaps even deeper, we justify having missed the obvious, by subconsciously and collectively branding the problem as a complex equation that only a few can solve?

This treatise opens with a strong rhetoric and a simple question to address the thesis, as literally fifteen and eleven years respectively after the two events mentioned above, we continue to ask the same questions in government, private sector and particularly in Homeland and National Security. However, with this in mind, it is the thesis of this writing that we may have missed the simplicity of the solutions we seek. It is the position of this theory that not only have we missed the obvious, but also, we may be "chasing rabbits" and all the while not realizing we are lost.

FINDING THE WAY TO A HEALTHY COLLABORATION FUTURE: WE MUST CHANGE THE WAY WE THINK

10

This writing seeks to provide a compass of sorts. A compass with a map and a map drawn from real reconnaissance and imagery available to the open eye focused on the emerging landscape of information and intelligence. Perhaps "fusion" and "resilience" are critical sums, but it might be stated that in developing our POLICY, we have backed into the equation rather than stating the equation and studying the path from "here to there."

The Fusion Center and Resiliency models are necessary. But the model might be represented by something like this: **X x Y + ( ) = 100**

When, in fact we recognize we have created the sum-total in what might be called a "fast food" type of thinking, we should have studied the problem in an attempt to understand the sum. This frontal approach seems simple and perhaps obvious, but given the numerous emotional and psychological factors that have driven the need for information sharing have also been used to justify and even camouflage the realities of the problem(s).

Assumption of the equation does not necessarily produce the same results as knowing the equation and understanding how we built the sum. It is from this place we can change the equation, modify or manipulate the path from where we are and find new and alternative routes to the end state. What if the solution looked more like this: 20 x 4 + 20 = 100, or, could we also say that 25 x 4 + 0 = 100 ? Or maybe, 2 x 5 + 90 = 100 ? Wouldn't any of these equations be correct? It's interesting to note that in the present day, modern scientists have begun to seriously challenge the entire notion of relativity. Recent studies indicate that the speed of light may not be a constant, but susceptible to external stimulus. Ah! So, if the theory of relativity deviates at the point where light may not be a constant, then is it logical to conclude that Einstein was not the "genius" he has been so acclaimed to be?

Absolutely not! The two matters, even though the one contains error are not mutually exclusive. How does that apply to information collaboration? Well, some pretty brilliant people came up with some really brilliant ways of creating social collaboration. That model has been exponentially built upon for several years and the results have launched global information exchange into an entirely new sphere.

However, their brilliance and even the effort put behind building the largest corporations and infrastructures in all of history do not equate to "correctness" in their theories for the method

by which people can be most effective and successful in the communications. There are other factors relative to the outcomes. There is human nature, as well as other factors that contribute to the outcomes of how, when and with whom information is shared. The velocity or speed of that information is critical to the end state for goals and objectives of the end-users. All that to say, the developers of the Internet, social media and the Internet of Things may not be the best folks to provide direction on the use of their innovation. The notions, theories and even knows abilities are to be much appreciated. However, what is good for one, may not be good for the other. It is very unlikely that in the universe as we know it today, that anything is constant or static and can be made an absolute. This of course presses into the realm of deity. While important and relative, this study will stay strictly within the lanes of known science and the certainty that we as humans cannot be certain of anything and that we must take the time to study and at times – CHANGE THE EQUATION.

These simple equations demonstrate that the sum-total of numerous equations can be the same. Perhaps from a different angle or perspective relevant to our study, it is important to realize that individual paths to the same conclusion (or end state) may not, or likely will not be the same. Communities, cultures, demographics, events, or crime dynamics all play key roles in the way we maneuver our way to the solutions of our problems.

Why is this important? Because one size does not fit all… Information sharing is not something that can be accomplished by hand-jamming dynamic operations into a single mold. In other words, organizations, groups, agencies and even individuals handle information differently. That's why we are seeing a disparity in collection and processing. That's also why outcomes are not as relevant as we had hoped for when we began the journey toward information sharing and collaboration. Organizational culture and even social intelligence play key roles and are relevant factors in the processing of information and information processing outcomes.

11 | SO, LET'S THINK OF IT LIKE THIS

So, what if we were to take a formula and from that formula, we make something, like a drink or something to enjoy. Coca-Cola or Coke claims a secret formula that is highly protected. Yet, what if that formula is improperly mixed or diluted? Does that formula then cease to be Coke? Trying to communicate within the framework of current social platforms is a lot like mixing Coke's secret formula in the ocean. It doesn't change the fact that the formula is what it is… However, it does change the relevance of the formula, as no matter how much formula Coke could produce, there is no chance that the end-result would ever come close to what we recognize as the current end-state.

If this sounds rhetorical – it's not. If we are willing to concede that we represent the "good guys" or those things that make up the fiber and strength of our nation, then we must also evaluate the relevance of how we approach communications and collaboration with those who matter. In other words, having followed the Pied Pipers of the Internet (contemporary collaboration), business, government, and other entities outside the framework of non-structured social and non-formal alliances have been forced by default into a defensive and reactionary posture. Having been told that "one size fits all," the Internet gurus have systematically captured and generally neutered structured data (Analysts will clearly identify here) – which in its own right, provides the backbone of stability and reason to an otherwise chaotic universe of data. Those not required to live within the same frameworks and policies that govern the good guys can operate, maneuver and communicate at will. This has created a disparity in tempo and a lag-time in response so great that in almost all cases, it is impossible to catch or even reasonably operate within this virtual space. That can and must change.


Looking at this strictly now from a practical point of view, there is literally no way to "catch up" or to counter in such a way as to create an equal footing, much less an equal or greater velocity in the flow of information. It's a bit like throwing a cup of coffee in the ocean and believing that the ocean is going to now have a resemblance to or taste of coffee. Ridiculous, right? Well, this being a given by default, there is literally no way for the good guys or for the good people operating businesses to catch up to

the negative implications of the Internet without changing the playing field and the rules. For this change to take place and for an increase in information tempo to take place, it is imperative that pro-active strategies be employed and methods by which we control rather than manage information flow are achieved.

When the Department of Homeland Security was "defining" resilience, it was subbed out to a contract organization and run through multiple levels of bureaucratic red tape, filtered by months of pontification, and supported by "people" brought from all different walks, many of whom had little to no experience in community or national security. That leads to the issue of "trajectory," a generally simple notion that has historically caused tremendous problems of missing the target. It is a simple matter to compensate, but historically, the human response is to continue to do the same thing over and over again with a false belief that the results will change.

In terms of a projectile – or in this case, information moving along a path, the basic premise is that deviation at the muzzle (the origin) will increase the further the object moves downrange (away from the muzzle). If we can agree on this, based on known science, can we also then agree that this same analogy applies to information and logic? So - There are numerous ways to modify the path of information (or the equation) and to adjust or compensate for the initial deviation.
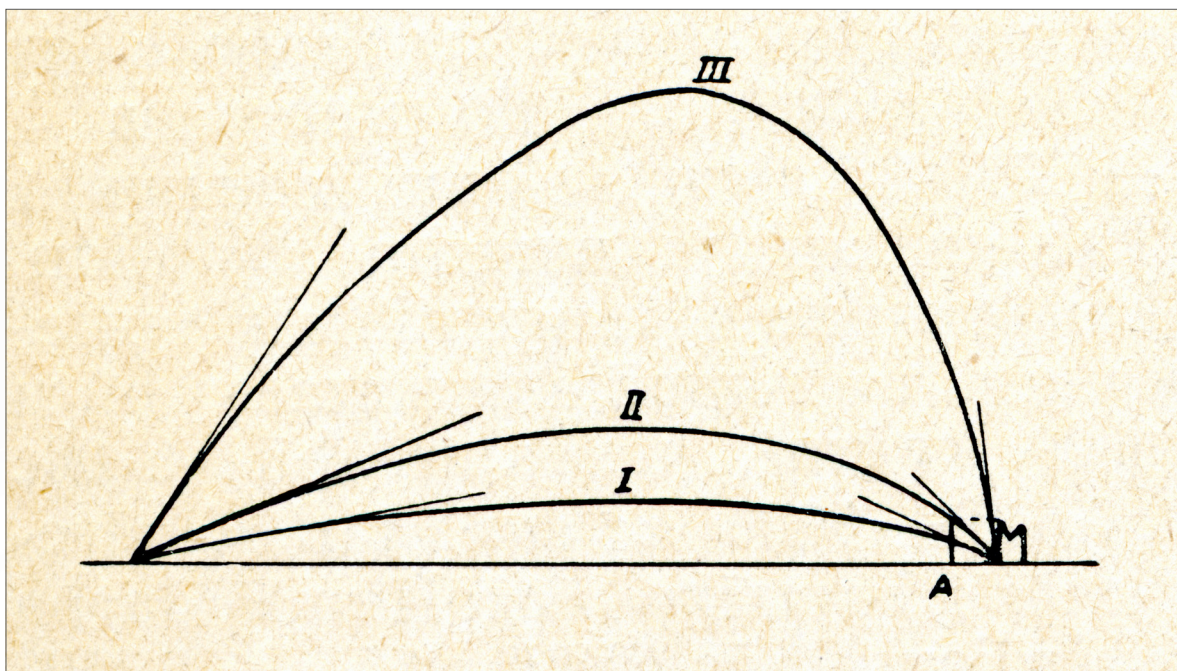
Key Point: All of that to say, how information is consumed (or collected) and processed – and then disseminated in the information cycle has a direct and additional indirect influence and effect on decision making, processing and outcomes. The physics applied to motion here also apply in principle to information flow and accuracy.

Attempting to set up information programs within the parameters of current Internet platforms is a lot like trying to make Coke or coffee out of the ocean. That's not to say we shouldn't continue to fish and utilize the available resources. However, if information inertia is going to be turned to

advantage, then control, rather than management is critical thinking applied to this complex issue. Consider that a small group of mega companies started by entrepreneurs now control the majority of information flow around the globe. Consider the risks of this situation in terms of worldview, conflict and some of the already rising lessons-learned where government and legitimate interests have been left behind, or worse, even victimized. Consider inertia representing the fact that information seems to be traveling in a chaotic pattern around the globe – yet, amongst the chaos, there is a singular pattern of lethargic reason. In other words, there remains no control of the current system's ability to rapidly spin up a matter and turn it "viral" to use current vernacular. An active effort to counter this inertia must be undertaken and a deliberate and dedicated investment must be made to turn the tide of intellectual apathy occurring within this information environment. It is the environment that force multiplies the rapid flow of information, but it is the apathy that creates the inaccurate and even pseudo information that now exists in this stagnant, yet chaotic environment.

At the time this research is being conducted and this white paper written, there is no professional in American business or government that would argue the position that:

A COMPLEX PROBLEM OF TIMING BETWEEN OPERATIONS AND INFORMATION

Information flow and tempo has significantly lagged behind operational tempo – be that in business or matters of security. This gap or deficit has created an additional lag in the ability of the "good guys" to keep up, remain competitive and / or compete. The problem is synonymous whether dealing with business or government. The good news is that because it is a consistent problem, the "fix" can be applied across domains effectively and has the potential to get us back in the game. Please stay with the research here. The problem is a complex set of issues and can't be explained or mitigated with an executive summary or a PowerPoint. However, the mitigation strategy does lend itself to building community and bonds back into the American cultural landscape, as well as beginning a process of "priming" in support of economic progress. In terms of international trade and security or in terms of dynamic international business, Bersin indicates,

> The logic in this environment of information data sharing and access is highlighted. In the modern age, what we learned as children remains true as ever: information is power. However, the traditional moral of the story has been upended entirely. Those who hoard information today, expecting their power to grow by forcing others to ask for it, soon find themselves isolated and over time ignored. The abundance of data and the proliferation online of alternative sources of information place a premium on sharing; one's information becomes more valuable, i.e., useful and actionable, by leveraging it off of other information and data embodying and reflecting additional reference points that facilitate a connecting of dots. (Bersin, 2012).

As stated, the issue we faced after 9-11 and the issue we continue to face today is "tempo." The speed of information has not kept up with the speed of demand or operations. This causes issues in business, emergency management and military operations, as news alone, as a simple example moves along asymmetric pathways and many times finds itself ahead of the decision makers. This can be modified, adapted and retooled. The end result will increase velocity (tempo) and provide the necessary modifications to help adjust information to align with operations. The

benefits of this are self-explanatory.

It is the position of this research that revisiting the equation (the problem associated with information sharing), adjusting the elements that will set trajectory (security, community engagement, operational efficiency, etc.) and following through with our efforts will provide an exponential result in comparison, and allow those engaged in the matters of Security and Trade to get back to the ideals of building a secure nation, a healthy economy and strong (resilient) communities.

Anyone living in reality and engaged in Homeland or National Security, either CONUS (Continental U.S.) or OCONUS (Outside Continental U.S.) must admit that we continue to miss the mark on the end state. In other words, we continue to talk about, discuss, argue, plan and fail when it comes to information sharing and engagement. We know that there are economic ramifications that has reverberated from the events of 9/11 and Katrina and they continue to affect our communities and country even more than a decade later. We know the answer to the problem. We know the sum game of what must be achieved. However, the path to arriving at the sum or end state has been watered down and diluted into an ocean that was defined by social stratagem far less intelligent than is necessary for the processing and cycling of information or intelligence. In short, the social intelligence level of the contemporary internet is having devastating negative effects on economic growth, an educated and aware public at large and a viable information apparatus useful for either collection or dissemination. This problem can be addressed by scoping it through the filters of proactive vs. reactive engagement. This will be found to be the case in both.

Gupta and Brooks write,

> But in recent years, thoughts and discussion surrounding social media have led to heavy subjects such as revolutions in the Middle East and riots in the West. The 2011 Arab Spring and 2011 London riots are controversial yet powerful examples of how social media is impacting matters of security. Activists and individuals globally have begun using social media as a way to connect with each other, amplify their voices, coordinate actions against government and law enforcement, and publicize their side of the story - actions that have changed the world. (Gupta, 2013, p. 4).

So, if it is considered and reasonably accepted that the World Wide Web, the Internet, and social media have contributed to changing the world, it is reasonable to conclude that these phenomena are something that should be studied rather than naively accepted. For businesses and government organizations operating outside of these non-structured environments, and alternative must be recognized to allow any equal or greater

tempo of information flow. Business and government are restricted by rules, regulations and policies that do not allow the entity or personnel to asymmetrically maneuver within the virtual space of the Internet and its open environment. Proactive innovation becomes critical here. It must be more than talk and more than a demand. It is stated continuously by business and government that, "we must innovate," but the reality is, innovation is not keeping up with the tempo of current operations and information flow in open environments. Alternative collaborative environments, methods and platforms able to handle and process information at an equal or greater velocity is critical to future operations and economic gain.

Also, such effective and beneficial use of social media is increasing, it is still rare. We have researched and dealt with actors on both sides of the security arena concerning their use of social media, and the gap between the "bad" and "good" guys is frankly appalling. Simply, the bad guys have been far more adaptive and creative with new media technology. You can find many cases how terrorists, criminals, writers, and others are using social media data and technologies to increase their effectiveness and create unique security problems that governments today do not even understand, let alone address. Governments and security officials are trying to catch up but they sometimes do it in questionable ways that ends up setting back the case for using social media for global security. (Gupta and Brooks, 2013, p.12).

So, what if we were able to change the equation and approach the end state differently? In this case, we all would reasonably agree that security operations have generally been reactive and continue to operate at a slower tempo than the "bad guys." Security and Trade and will be compounded for positive or negative based on the ability to increase information tempo, so as to align it with operational tempo. The current lag time has created a gap that is not on its face obvious.

But, there's even a greater concern and a dynamic that is a human dynamic known to history, but ignored in contemporary times. Daniel Goleman dealt with this dynamic of human interaction in his now famous work titled, "Emotional Intelligence." Understanding the dynamics of the Internet and communications infrastructure require a thorough and deep evaluation and study of the infrastructure, tools and eco-system that make up the cyberspace and virtual environments used now by nearly every facet of society. However, as is the case in many businesses or operations that fail, it is not the technology that wins or loses the day. Generally, we find whether in business or government, relationships and the maturity of those relationships lend significantly to outcomes.

Goleman addressed the larger notion in the same work by providing a detailed and diagnostic approach to the comparison between IQ (Intelligence Quotient) and EQ (Emotional Quotient).

He is not the first or the last to study or evaluate these human quotients. However, he has provided an in depth understanding and a very useful approach to how these factors influence various social outcomes. For purposes of this study, portions of Goleman's work have been utilized to draw comparative analysis and to help illustrate important dynamics associated with the use of the Internet as a social environment. Much deeper research will be presented in a later study associating on-line persona and virtual persona associated with the on-line behavior of individuals and organizations. However, that is not for this work or relevant per se in understanding the dynamics associated with social engagement and networking. Goleman stated,

> Whenever people come together to collaborate, whether it be in an executive planning meeting or as a team working toward a shared product, there is a very real sense in which they have a group IQ, the sum total of the talents and skills of all those involved. How well they accomplish their task will be determined by how high that IQ is. The single most important element in group intelligence, it turns out, is not the average IQ in the academic sense, but rather in terms of emotional intelligence. The keys to a high group IQ is social harmony. It is the ability to harmonize that, all other things being equal, will make one group especially talented, productive, and successful, and another - with members whose talent and skill are equal in other regards - do poorly. (Goleman,1995, p.160).

It is reasonable to conclude that most professionals and intelligent people would label the current Internet environment with something closer to "chaos," than social harmony. If this is true, then it stands to reason that attempting to build successful business, operational or even normal social relationships within this ocean of chaos is a pretty low probability. So then, what is the alternative? Are there alternatives?

> More and more employers are complaining about the lack of social skills and new hires. In the words of an executive at a large restaurant chain: "too many young people can't take criticism-80 defensive or hostile when people give them feedback on how they are doing. They react to performance feedback as though it were a personal attack." (Goleman, 1998, p. 12).

So, if emotional intelligence is becoming more important in the workplace and people are concerned about the relationships they have at work, and these relationships have a direct impact on productivity and harmony, it is then reasonable to conclude that emotional intelligence also has direct and indirect correlation to economic considerations in business and trade.

Private, proactive, and intelligent engagement for organizations is critical. There is no other way to counteract or balance out the negative and toxic effects of living and operating in a global open

environment. While small pockets of creative work are realized, this cumulative effect that Goleman discusses becomes exponentially more relevant. Consider the analogy of coffee in the ocean. The coffee remains for a moment and it indeed remains as coffee, to then be slowly or rapidly dissolved and diffused into something else or into nothingness.

What if a social environment were available in the work place and in and among first responder organizations that allowed young hires to learn appropriate communications techniques. That social environment could provide a way to "train" and filter much of the information that hits the open global, social streams. Imagine an environment that allowed not only this level of control for the purpose of refining and training, but also force multiplying (military terms) or focusing and strengthening (business terms) business and employee relationships. Matters could be addressed and mitigated before they became a crisis or an external leak or catastrophe. The "pipers" have lulled leadership into following the masses rather than building strength into our diverse, but distinct communities.

Imagine this same effect on operations and an organization's ability to manage its own internal, much less external image and information flow. The pipers have showed the path to follow and through inference have indicated that this is the only available path. That simply is not true. Organizations and groups of people must be able to engage, respond and react with a reasonable and even controlled level of social harmony to be or become effective. Perhaps, without chasing a rabbit, it might be assumed by many that the current state of affairs in the U.S. at the time of this writing might reflect a lack of focus, watered down or even dissolved truth and even a surge of chaos spawned by a greater effort on the part of those less socially intelligent than the groups and networks of people who actually give life and vitality to the nation, communities and business. When viewed through a sociological and psychological filter, global social engagement is anything but healthy. Sound bites begin to become a perceived reality. Depth of relational matters necessary for business and networking are diluted to a point of nothingness or take on a level of amusement rather than relational. The environment necessary for creative prowess and INNOVATION is stifled and even eliminated. But, it happens in such a way as it is barely noticeable. Much like the old adage about the frog in the kettle, the proverbial heat is turned up slowly. The frog believes himself to be in a nice warm bath, but before he can respond to the changing environment, the water is boiling and his ability to react is gone.

Desensitizing the emotions necessary for healthy human interaction at work or in general are virtualized and slowly dissolved into the ocean of data and information. To rekindle the fires of innovation and ingenuity, operations and creative development must be provided a place to "think" and a place where indigenous knowledge can spawn. This is not to say that the

Internet does not have its place in contemporary society and even in business. However, communities, businesses and government organizations must have the ability to communicate, plan and engage on their own terms.

Daniel Goleman (1998), in his book, <u>Working with Emotional Intelligence</u>, quotes John Seely Brown, Chief Scientist at Xerox Corporation and the cognitive theorist:

> "Many theorists think of learning from a purely cognitive viewpoint, but if you ask successful people to reflect on how they learned what they currently know, they'll tell you: "We learned most all we know from and with each other." That takes social intelligence, not just cognitive ability. Many people have trouble because they don't understand how you become part of a human situation, part of a relationship. It's easy to focus on cognitive ability and ignore social intelligence. But it's when you bring those together that you can create magic." (Goleman, 1998, p. 202).

Consider an environment that a government agency, or a business can invite people, patrons, partners, and other relationships into to participate, collaborate or share information, that is not diffused by all of the white noise and the ocean of interference. Imagine these networks being interconnected in such a way as to allow travel and maneuver, but still providing a level of "safe space." A network like this would produce proactive results and nurture real relationships. Any practitioner whether in policing, humanitarian or intelligence would are that relationships are key to success. This is possible. It is necessary. This thesis positions that the dissolving of community and culture is not a healthy sociological phenomenon.

Much like a tapestry is considered beautiful by the weaving together of many beautiful individual elements, so is the human dynamic. As Goleman generally stated, "harmony" is necessary for creative and intellectual growth and development. It is with this in mind that this journey will begin

to take a path to proving the "how."

The art of "making an impact through people," Brown adds, "is the ability to pull people together, to attract colleagues to the world, to create the critical mass for research. Then, once you've done that, there's the next question: how do you engage the rest of the Corporation? And then, how do you get the message out and convert the rest of the world? To communicate is not just a matter of pushing information to another person. It's creating an experience, to engage their gut--and that's an emotional skill." (Goleman, 1998, p.202).

If organizational evolution is going to keep up with social evolution, then a significant understanding must be applied to the development of proactive, private, and intelligent social networks. The illusion of a global community is not reality. Cultures will never cease to be dividing lines. Be that sociological or organizational cultures, innovation must be incubated within the context of culture and environment. An ability to identify and adapt using emotional intelligence must begin within the eco-systems of social media.

Communications have increased in speed and velocity. However, the increase in speed has taken place more at the hardware level for first responders than at the level of information flow and velocity. This has resulted in many negative results, to include an inherent lag in social events and emerging social trends not being detected in time or response to crisis not engaging at the right time, place or with the appropriate use of resources. Using social tools in a more "tactical" fashion will translate into more rapid flow of information at the relational level, rather than at the technical level. These relations are systemic and critical to solid and competent decision making and appropriate emotional response to rapidly emerging social conditions.

Global social networking has created a "dumbing down" to social intelligence as well as organizational networks ability to "keep up" or respond to dynamic change and evolution of circumstances. There is significant evidence that negative relationships and confrontational engagements like those that happen on open social media every day will also have an increased negative effect on individual health. It is logical to conclude that psychological and physiological negatives influencing an individual will also have an escalating negative impact on other social and interpersonal relationships. So, if personal health, work, and other social relationships are being negatively impacted by social media, then what are we doing – and why? It's time to begin asking these questions and exploring the path that leads back to innovation, success and information resilience.

The current model, paradigm and path have led to the initial breakdown of the very fibers needed to provide cohesive, healthy and productive information sharing and collaboration. The evolution of this downtrend has been seductive and has had a very gradual adverse effect on disparities now being recognized between operational and information tempo. It is now well documented that open social environments produce a small amount of positive bandwidth (pun intended), but are increasingly generating additional new and dynamic problems that for the most part remain unsolved. A stratagem for inertia or resistance and alternatives must be produced. This must happen quickly if there is to be any possibility of reversing the adverse effects of information globalization in a vast untamed universe of cyber space, which remains generally only marginally explored.

Perhaps thinking of an approach to Intelligent Social Media and how we might create better parallels and leveling between operational and information tempos is at least worth a small investment of time, energy and resources. If not now – when? If not soon, it will certainly be too late. Yet, there is hope and there is proactive solid research to support there are indeed still alternatives. The pipers still lead, but there are many who have questioned the path and paradigm. Leadership to a better reality is still possible.

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