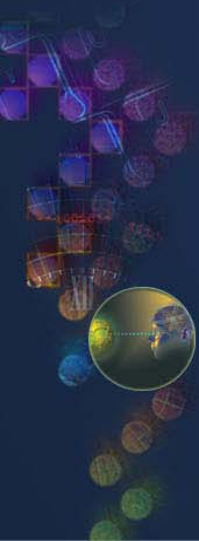




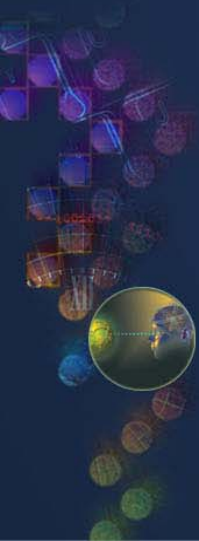
Net Centric Operations, Interoperability and Systems Integration Conference

23 March 2005

**Jeffrey K. Harris
Corporate Vice President
Situational Awareness
Lockheed Martin**



Live Like You Are Dying



Environment



- ***Globalization and counter-trends***
- ***Non-integrating gap***
- ***Broad “arc of instability”***
 - ***Failed states / ungoverned areas***
- ***Breeding ground / sanctuary for asymmetric threats***

Volatile, turbulent world

Rogues



- ***Nation-states, sub-national groups and individuals***
- ***Disregard international law and violate treaties***
- ***Secretly pursue/proliferate weapons of mass destruction***
- ***Reject peaceful resolution of disputes***
- ***Callously disregard life***



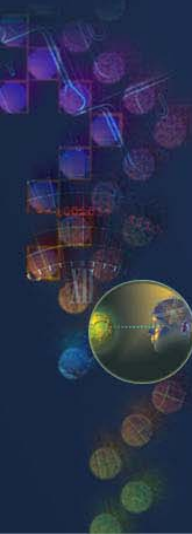
... and all the classic problems....China....Russia...



The Imperative....



“Transformation’ is an interesting word....possibly the single-most transforming thing in our force will not be a weapon system, but a set of interconnections and a substantially enhanced capability because of that awareness.”



Sweden's Navy had a (brief) transformation\ mandated by the king in 1625



- **1625: King Gustav II Adolph commissions the ship Vasa**
- **“...The royal mighty battle galleon... greater than any ship ever built at that time. The king himself dictated the Vasa's measurements and no one dared argue against him.”**
 - Two gun decks, 64 cannon
 - 190 foot main mast
 - 133 sailors
 - 40 acres of timber in construction
 - Three years in the making

1628: The top-heavy Vasa sinks in the harbor on her maiden voyage



- ***Information Sharing***
- ***Interoperability***
- ***Interdependence***





- **People**

- **Process**

- *Policy that instantiates “need to share”*
- *Risk management instead of avoidance*
- *Agility to enable operational solutions*

- **Technology**

- *Knowledge creation*
- *Information management*
- *Persistent surveillance*

