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Paper Title: Hypothesis Testing of Edge Organizations:
Empirically Calibrating an Organizational Model for Experimentation

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Douglas J. MacKinnon*
Stanford University
CIFE, Terman Engineering Center, MC: 4020
(Room 556O)
Stanford, California
94305-4020
831.905.5913 (w) / 650.723.4806 (f)
djmackin@stanford.edu

Marc Ramsey
Stanford University
CIFE, Terman Engineering Center, MC: 4020
(Room 556H)
Stanford, California
94305-4020
650.723.8970 (w) / 650.723.4806 (f)
mramsey@stanford.edu

Dr. Raymond E. Levitt
Stanford University
CIFE, Terman Engineering Center, MC: 4020
(Room: 553M)
Stanford, California
94305-4020
650.723.2677 (w)
ray.levitt@stanford.edu

Dr. Mark E. Nissen
Naval Postgraduate School
555 Dyer Road, Code GB/Ni,
Monterey, California
93943-5000
mnissen@nps.edu

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Hypothesis Testing of Edge Organizations: Empirically Calibrating Organizational Models for Experimentation

Abstract

This paper continues our efforts to model, simulate, and eventually optimize work and knowledge flows in Edge organizations. We use the extended POW-ER 3.0 framework to model and compare two organizational forms (Edge vs. Hierarchy) being used by participants in a counter-intelligence student exercise, ELICIT — first without, and then with, learning micro-behaviors enabled in POW-ER 3.0. Empirical, experimental data on learning and forgetting from observations of student teams conducting repeated trials of the AROUSAL business simulation exercise at Stanford are used as the basis for validating and further calibrating agent learning and forgetting micro-behaviors derived from the cognitive psychology literature. We then compare empirical observations of student teams conducting the ELICIT exercise for both *Edge* and *Hierarchy* structural configurations with outputs from POW-ER 3.0 computational simulation models representing teams executing the ELICIT exercise in these two structural configurations. This comparison has the potential to further calibrate and validate POW-ER for potential use in analyzing and designing C2 organizations. Output from a second round of ELICIT experiments, available in Spring 2007, will augment our initial comparison. Calibrated POW-ER 3.0 learning micro-behaviors will improve the ability of POW-ER to model and simulate organization-level C2 knowledge flows in Edge vs. Hierarchical organizations.

Introduction and Motivation

Recent rigorous testing and comparing of Edge (Alberts and Hayes, 2003) and Hierarchy C2 organizational structures has improved our understanding of the effects of Edge versus Hierarchy structures in terms of organizational performance (Orr and Nissen, 2006 and Nissen, 2005). Earlier efforts focused on the testing and analysis of the efficacy and suitability of Edge vs. Hierarchy organizational performance under Industrial Age vs. 21st Century conditions (Orr and Nissen, 2006) yet did not address the topic of individual learning and forgetting.

This paper continues these efforts to model, simulate and eventually optimize work and knowledge flows in Edge organizations, by comparing empirical, experimental data from an exercise (ELICIT), for both structural forms, with output from an organization simulation model (POW-ER 3.0) for each structural form. This enables us to calibrate and validate the POW-ER 3.0 model in a C2 context to examine the performance differences between Edge and Hierarchy structures engaged in similar project-oriented tasks. We then leverage the recent extension to POW-ER 3.0 that embeds learning and forgetting micro-behaviors empirically determined from the literature and calibrated in the AROUSAL exercise. This enables us to quantitatively measure and report the impacts of individual learning and forgetting on organizational performance outcomes for the two structures.

We begin by illustrating our concept of both Edge and Hierarchy organizations. In *Power to the Edge*, Alberts and Hayes (2003) portray an *agile* organizational form whose high level of responsiveness to rapidly changing conditions relies on decomposing command and control by moving power deliberately to the "edge"—the front line of these organizations where they confront and interact with their environments. We therefore envision an Edge organization to resemble a fully connected network of agents who, at any time, gain knowledge from any other agent as shown in the figure below.

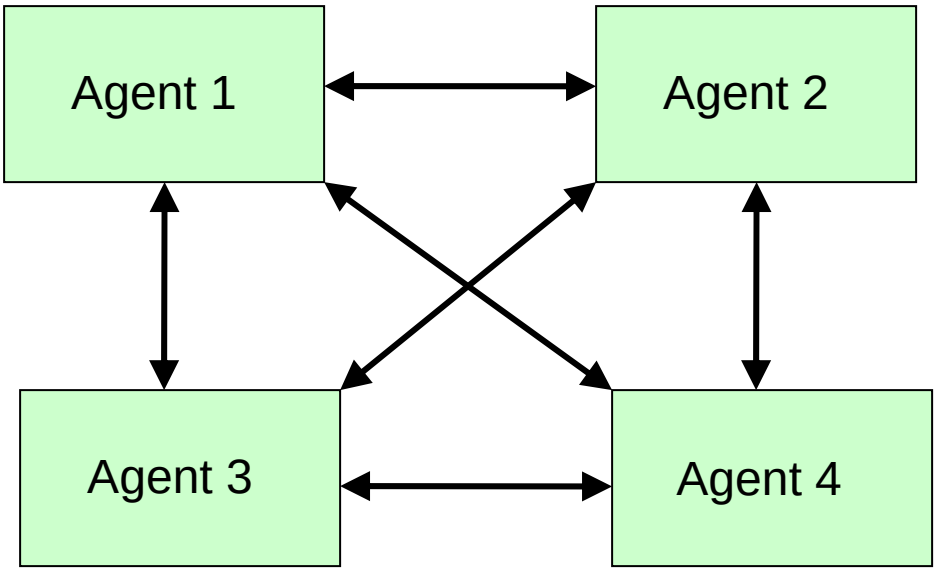

Figure 1: Edge Organization showing communication links, with concomitant knowledge flows, between all agents.

Edge organizations foster *shared awareness* among all the agents as well as open communication of knowledge flow. There is no absolute leader, but leadership emerges at times based on a meritocracy among capable and knowledgeable players.

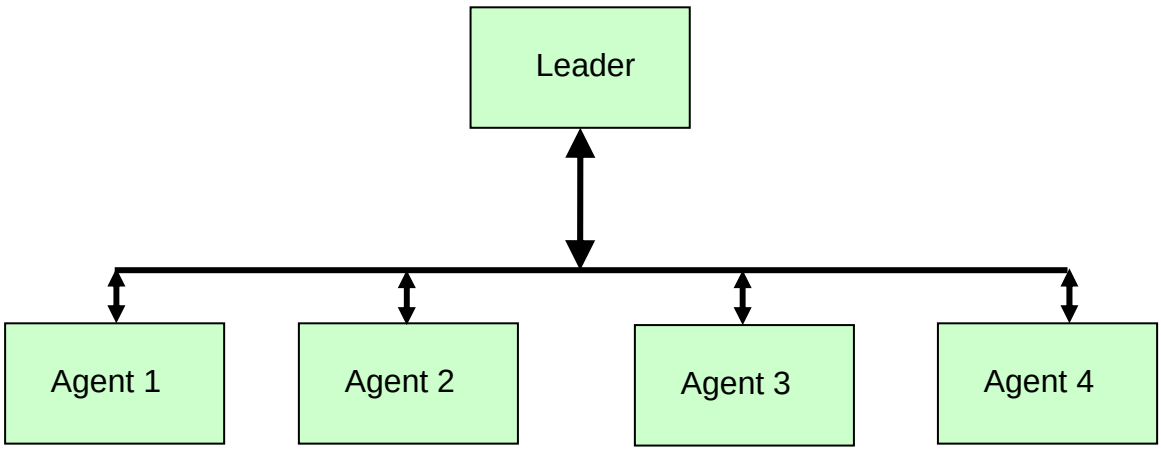

Figure 2: Hierarchy Organization showing communication links and concomitant knowledge flows between agents and their superiors.

A hierarchy organization enforces limits on the opportunity to communicate among players. Hierarchies are necessary when: highly specialized knowledge, security, or permission is required. Yet this organization can be less *agile* in instances where each agent must act quickly based on its own state of knowledge, but in coordination with the actions of other agents.

Efficient knowledge management is critical to mission and project success (Cole 1998, Grant 1996, and Spender, 1996), yet few studies have explored the organizational effect of individual skill learning as a project continues and its participants improve their skills through recurring accomplishment – and to our knowledge none have explored this for Edge organizations. This effort provides us the opportunity to explore and compare organizational effects of individual learning and forgetting in both Edge and Hierarchy structures as skill learning effects are measured over time for runs of the ELICIT exercise.

The following section discusses previous efforts to model and compare knowledge flows between Edge and Hierarchy organizations.

Background

Work and Knowledge flows

A large body of research exists on *information* flow in organizations, commencing with Herbert Simon's (1958) ground breaking research. However, the corresponding literature on *knowledge* flow in organizations is only just emerging (e.g., McKinlay, 2003; Nissen, 2006 and 2002; and MacKinnon et al., 2005) and remains qualitative more than quantitative. Other researchers have analyzed and attempted to explain individual and organizational levels of information and knowledge flows (Simon, 1950; Argote, 1999; and Nissen, 2006). Knowledge, seen as *inflows* and *outflows* (Dierickx and Cool, 1989), is another method of analysis. These inflows and outflows are metaphorically viewed as water entering and exiting a *bathtub*. In this sense, the level of water is viewed as the level of available knowledge to the organization and the amount of water entering and exiting the bathtub is seen as knowledge improvement and knowledge lost respectively.

We consider that the flow of an organization's knowledge can be modeled through learning and forgetting among its individual participants. And when those individuals frequently accomplish their skills, there is no loss of knowledge and potentially some growth. Yet when skills remain unused or dormant, knowledge slowly erodes over time. We conceptualize that the current level of knowledge for an individual is demonstrated though the required time for the individual to accomplish a specific skill-based task. We consider that as knowledge level improves, a concomitant increase in skill processing speed will also occur. We now envision a method to advance from qualitative analysis to quantitative analysis of organizational knowledge flow: we will analyze the organizational effects of individual learning and forgetting. We intend to use organization simulation (POW-ER 3.0) to demonstrate the impact on project duration as dynamic levels of individual participants' knowledge level occur.

Points of Departure

Previous attempts to model and simulate Edge vs. Hierarchical organizations using OrgCon (software created by Burton and Obel, 1995) and SimVision (Nissen, 2005; Orr, Nissen, 2006) were conducted to determine organizational *misfits* when applying Edge vs. Hierarchy organization structures to given tasks and contexts, but did not involve agent learning or forgetting. In these studies, agents were assigned fixed skill sets and each organizational structure was imbued with different simulation parameters. For example, Functional Exception Probability (FEP) was set to 0.1, as well as high centralization and formalization with low matrix strength for the Hierarchy case; and FEP was set to 0.2 with low centralization and formalization, and high matrix strength, for the Edge case (Nissen, 2005).

It was determined that under Industrial Age conditions, Edge organizations performed slightly better than their Hierarchy counterparts for project length (223 vs. 227 days) and cost much less (9B vs. 12B dollars), yet project risk was much higher (.78 vs. .36). Under 21st century conditions, it was determined that for project duration and cost, Edge organizations performed much better than Hierarchies (235 vs. 314 days) and (10B vs. 16B) while relative project risks remained unchanged (.78 vs. .36) (Nissen, 2005p. 16).

Our research, instead, keeps all of the above simulation parameters equal across the two organizational forms, in order to isolate any differences in organizational performance between

Edge and Hierarchy forms based only on structural differences in authority relationships and information flows. In addition, we incorporate learning and forgetting micro-behaviors for participants in the two organizational forms to assess their impact on performance, again using equal parameterization.

Learning and Forgetting

Few studies have been published illustrating the gains and losses to projects as their employees learn and forget skills over time, or as they turn over during and between projects. A notable exception is (Ibrahim, 2005). There have also been few attempts to determine how to manage this knowledge in terms of interventions such as mentoring, training or OJT (listed from smallest to greatest levels of available research). For example, Carley and Svoboda (1996) and Carley (2001) model individual learning computationally, and model organizations that can *adapt* (*hire, fire, redesign,* and *retask*) toward an increasingly optimal design to achieve maximum organizational performance. Carley also models the reduced impact of individual knowledge on performance with organizational structural changes.

There is a nascent trend in the literature to view knowledge as a supply chain or knowledge chain (Holsapple and Jones, 2004 and 2005), yet research to date is qualitative, using only natural language descriptions. Kim (1993) also seeks to link individual learning to organizational learning via natural and metaphorical thinking and examples. However, Kim's efforts do not extend to quantifying the effects of individual learning and forgetting on project outcomes. We will extend this portion of the literature by stepping away from the current natural language descriptions and toward a more quantitative computational perspective that has the potential to predict and ultimately manage knowledge inventory optimally in project teams. We seek to improve organizational project outcomes by determining the specific, quantitative impacts of individual learning and forgetting on organizational performance.

Ramsey et al. (2006) extended POW-ER to add learning and forgetting capabilities. During 2005-06 we obtained theoretic learning and forgetting rates from Cognitive Science literature (MacKinnon et al., 2006). We anticipate that each agent's dynamic, skill completion time speed will have far-reaching implications throughout the organization that will directly affect expected project cost, length, rework and project risk. Thus, we wanted to calibrate these learning and forgetting rates against modern organizational knowledge-work tasks for use in POW-ER. Once these calibrated learning and forgetting behaviors rates are implemented in POW-ER, we can more confidently begin to quantify how dynamic, individual knowledge will affect performance outcomes at the organizational level.

New Work This Year

Calibrating Learning and Forgetting

We began by considering how we might measure dynamic knowledge level among individuals. It seems that one clear measure of knowledge level is the time required to complete a complex skill. We selected a business case simulation, entitled AROUSAL, where 31 students were asked to provide individual as well as integrated quarterly business plans and choose from among an array of possible managerial interventions. The four roles in each team were: marketing-sales, operations, human resources, and finance. Each participant was randomly placed in a four-person group and given one of these roles to perform. (One group consisted of only three participants; its data are not included in our analysis.) Each participant was directed to develop his/her individual quarterly business plan and recommended set of interventions. Each group was then directed to convene to integrate these plans and choose coordinated interventions. Integration was non-trivial because each role competed for limited group resources. For instance, each group's budget for each period had to be divided among ongoing operations, marketing expenses, hiring new people, and writing proposals (bids) for new construction jobs.

The simulation ran for 8 quarters. The first quarter was used to provide the players with training in how to analyze outputs and input interventions so we have not included data from this quarter in our analysis. After 4 quarters, the groups were asked to stop playing and resume some

time later, approximately 4 days, at their discretion. This delay introduced an opportunity for us to measure "forgetting" of previously acquired skills in playing each role.

Next, we show how the data compare to a set of four learning curves obtained from the literature for different kinds of skills: highly cognitive, mostly cognitive, mostly motor, and highly motor (Dar-El et al., 1995). Our AROUSAL data were normalized against the Dar-El data based on the time for the first iteration.

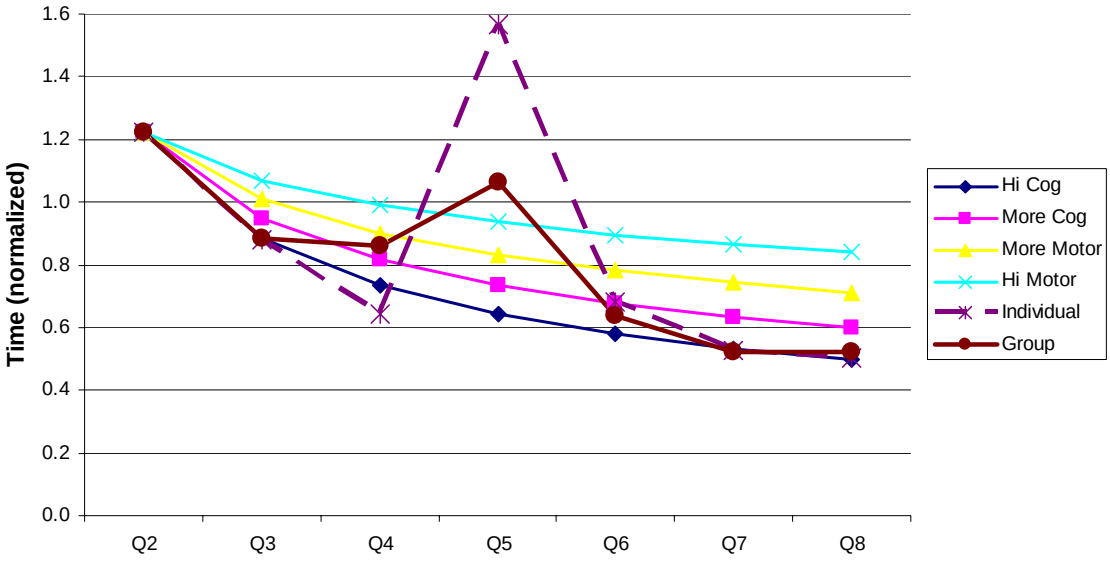

Figure 3: Dar-El et al. Learning Curves vs. Normalized AROUSAL Individual and Group Learning Rates with POW-ER 3.0 Project Prediction Aggregated Over Multiple Trials show the effects of cognitive learning, the effects of forgetting caused by a delay after trial Q4, plus the reacquisition of skill following the delay. Note the excellent fit between the individual and group AROUSAL data vs. the Dar-El "Hi Cog" curve.

Our data demonstrate an excellent fit to Dar-El's et al. (1995) findings for "Highly cognitive" skill learning as shown in the averaged processing times for both individual and group learning and forgetting. The individuals and groups each exhibited learning behavior in their skill completion time during the first three quarters. (Recall, quarter 1 data is not included because it is a training trial.) Groups and individuals each showed a marked increase in required time for the quarter 5. This seems due to the 3 to 4 day delay between performing the first three and second four sets of simulation runs. The increase in time for the fifth quarter indicates the level of skill decay, or forgetting, that occurred as a result of the delay.

We note that our data plots along the "cognitive skill type" curve for both the individual and the group data for the second and third quarters. The average time increase for AROUSAL groups during the fourth quarter is anomalous; it may have occurred due to the groups' growing interest in performing well in the simulation and taking more time to integrate their individual plans. Quarter 5 shows an increased time requirement for both individuals and groups, with the individuals' percentage time increase being significantly higher than the groups'. This time increase follows the multi-day break taken by all groups between sets of simulation runs. We also observe that both the individuals and the group times return quickly to approximate their original trend curve for learning of cognitive skills. In replicating the theoretic findings of Dar-El et al., we provide compelling evidence to validate the Dar-El High Cognitive learning rates that we had embedded in POW-ER 3.0 for learning of cognitive skills.

Forgetting seems to occur less drastically among the groups than the individuals as seen in figure 3, yet both the groups and the individuals swiftly regain their skill level after just two

quarters. The amount of skill loss was found to be proportional to the length of the delay between runs 4 and 5. For every day of delay that groups waited to commence the final 4 quarters, they grew in the time required for the group to integrate their business plans as shown below.

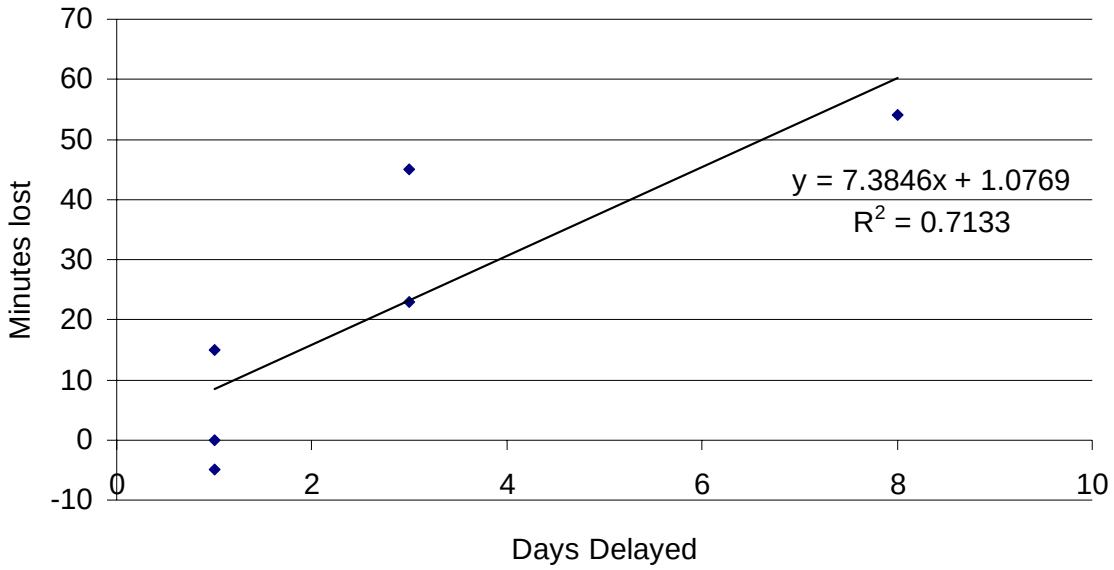

Figure 4: Forgetting Correlation for Aggregated Group Data which shows the relatively high correlation between time lost in completing the skill after a given delay in time.

From this figure and its included regression trend line, we note that approximately 7.4 minutes are lost for every day of time delay between tasks (R^2=0.7133). The group data indicates that the group skill requires 39 minutes on average to accomplish. From this, we infer that for every day in delay, each group loses approximately 19% of its skill in terms of average processing speed (7.4/39 minutes). (One group showed skill improvement after a one day delay which resulted in negative time lost. Data from another group is not included due to their taking two breaks in delay instead of one.) We again show compelling evidence to support our use of this aggregated finding to calibrate forgetting of cognitive skills in our the POW-ER model because of this high correlation found between time delay and the number of minutes lost.

We scaled our assigned work within the POW-ER model in *days* although the AROUSAL exercise is typically conducted in about 90 minutes depending on the team's ability. We then convert days to minutes for ease in analysis. This is currently necessary because the smallest "clock-tick" in POW-ER's discrete event simulation framework is currently one minute. Exception handling times, waiting time-outs for "delegation by default" decision making, and other simulation parameters were originally developed and have been extensively calibrated for tasks with durations from one day to several days. Ultimately POW-ER will be calibrated, and its minimum clock-tick reset, to allow for tasks of arbitrary length. In the meantime, we therefore scale up and scale down the input and output measures to interpret the results of "out of bounds" short-term tasks like these in making the comparison between the two organizational forms.

We modeled the AROUSAL exercise with and without learning by our computational agents. Table 1 compares our empirical and synthetic experiment findings.

Table 1. AROUSAL: Empirical Data vs. POW-ER Model Output The duration data shown were normalized for the Empirical data and the POW-ER model in the "without learning" case. In the "learning-enabled" case, the empirical and the POW-ER data differ by 15.5%.

Metric	Empirical Data	POW-ER Model
Duration (based on initial period, without subsequent learning)	609 days	609 days
Duration (with learning)	348 days	442 days
Percent Savings from Learning	42.9%	27.4%

The 609 *days* shown for the duration for the empirical data was determined by multiplying the original average exercise time required by the number of quarters to be played — in this case seven — (= 87 * 7). Student teams performed each subsequent quarter requiring less time than the previous quarter with the exception of the quarter that followed the production break. The average total time required by the teams was 348 days or a 42.9% savings resulting from learning.

The POW-ER model also began with the same required time yet with the learning and forgetting micro-behavior embedded, forecasted a savings of 27.4% over the seven quarters. The difference between the empirical data and the model output in the learning case may be accounted for by differences among teams of individuals. We note that the predicted reduction in project duration remains a lower yet reasonably conservative estimate that will become more accurate with further testing and validation. From these results obtained thus far, we claim that the learning and forgetting micro-behaviors in POW-ER are qualitatively validated and tentatively calibrated to reasonable rates of individual learning and forgetting for cognitive tasks.

We next describe how we modeled the ELICIT game initially without individual learning and forgetting. We follow this effort by embedding agent-based learning and forgetting in the POW-ER model to predict and compare the differences in organizational performance between Edge and Hierarchy organizations, both with and without learning.

POW-ER Model: Calibration against ELICIT Exercise

Modeling Details

We began by considering how the ELICIT game is played and how each individual understood the game, given the instructions for either the Hierarchy or Edge organizational form. Players in the Hierarchy form are instructed that they have each been assigned to a specific team of four players each of who is to resolve a specific part of the terrorist attack plot. The team names are: Who, What, When, Where. Each of these teams has a leader assigned who coordinates information with the overall Coordinator. The Edge players are not assigned to specific teams, nor is there a Coordinator.

Each member of both the Hierarchy (H) and Edge (E) teams receives four factoids in total. They are distributed two to every player initially, followed by two additional distributions of one factoid each time. The distribution (or *waves*) of factoids commence shortly after the game commences and occur at five minute intervals (at time: 0, 5, and 10 minutes respectively). There are differences in how these factoids can be communicated among the players. Hierarchy players may only *post* to and view from their own team's website, whereas Edge players can *post* to and view from any website. Any player in either organizational form may however, *share* their *factoids* with any other player. In the Hierarchy form, the Coordinator is the only player who may view all the team's websites. The Coordinator may then decide to *share* particular and appropriate factoids with a specific Hierarchical team. We therefore observe that a bottleneck of information flow can occur as a result of requiring the Hierarchy Coordinator to view and then share other teams' factoids. We set the communication probability to 0.6 for both the Hierarchy and the Edge forms to account for a relatively high level of required communication and because we wish to determine the difference resulting the two organizational structure forms without increasing (or decreasing) other model parameters of either organizational form. We set the

functional exception probability in each case to 0.5 to represent relatively high amounts of knowledge processing activity within each organizational form.

In the Edge form there is no assigned coordinator and so one player was added to Team A in our model. We also ensured that each overall team was assigned equal amounts of work. Figures 2 and 3 below illustrate the POW-ER model for the H and E organizational forms.

Edge vs. Hierarchy

The POW-ER models of the Hierarchy and Edge organizations used in the ELICIT game are illustrated below.

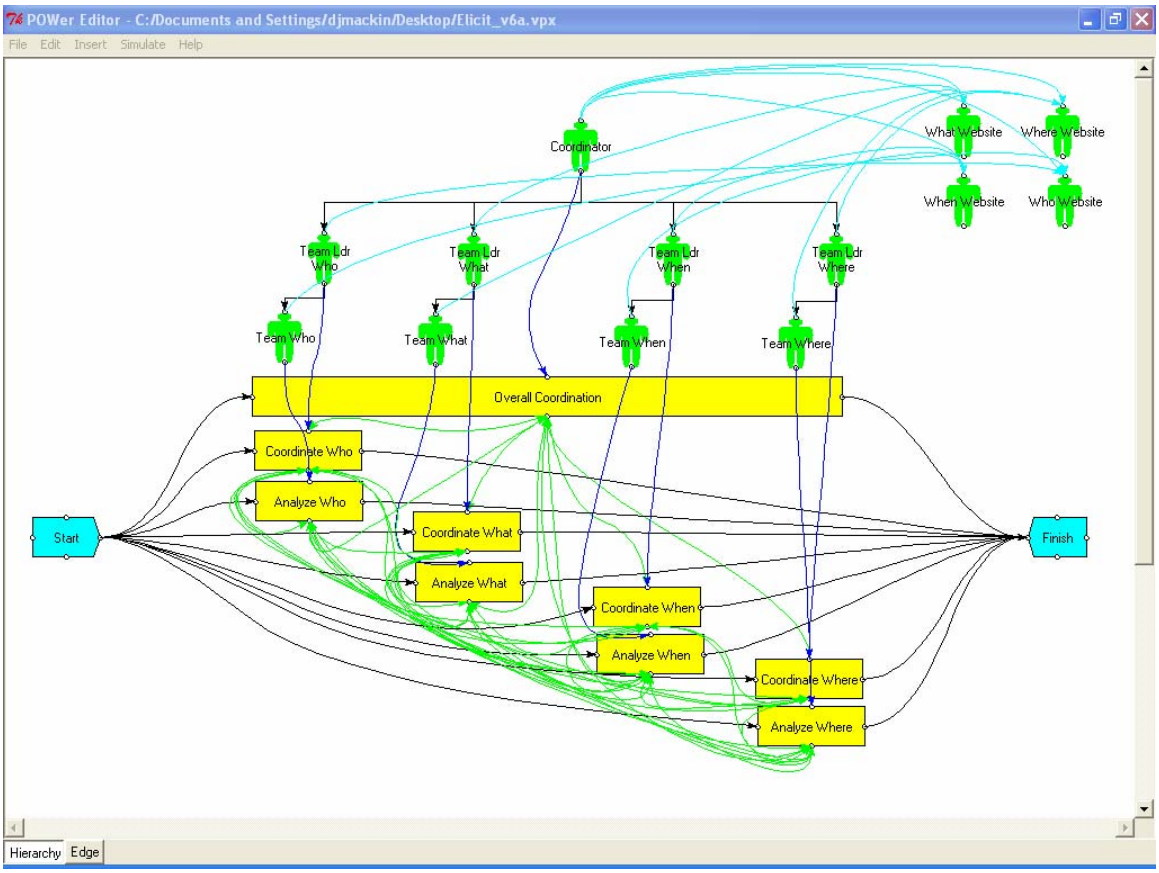

Figure 5: Hierarchy Organization of the ELICIT game showing communication links between the task boxes as well as knowledge links between all agents and the ELICIT websites. An overall coordinator with a two-level organization is also modeled.

ELICIT game players can "pull" knowledge from synthetic websites to refine their identification of the threat scenario as discussed above. We envision an opportunity to take advantage of a unique capability in POW-ER, that does not exist in SimVision, by modeling knowledge networks using knowledge links (shown between agents and websites) that allow a player's (agent's) functional exceptions to be handled by the highest skilled agent (a website in this case) to which that player is linked. This methodology represents a reasonable approximation for a possible future version of ELICIT if the game were to allow for a "system of reputation" or source verification to be used by future players. This method of meta-knowledge or knowledge networks, although not an exact fit for the kinds of knowledge processing that occur in an ELICIT game, seems a reasonable approximation. The use of knowledge networks allows agents to seek out information from agents (including online knowledge bases or web sites) of higher skill/knowledge, when they are available.

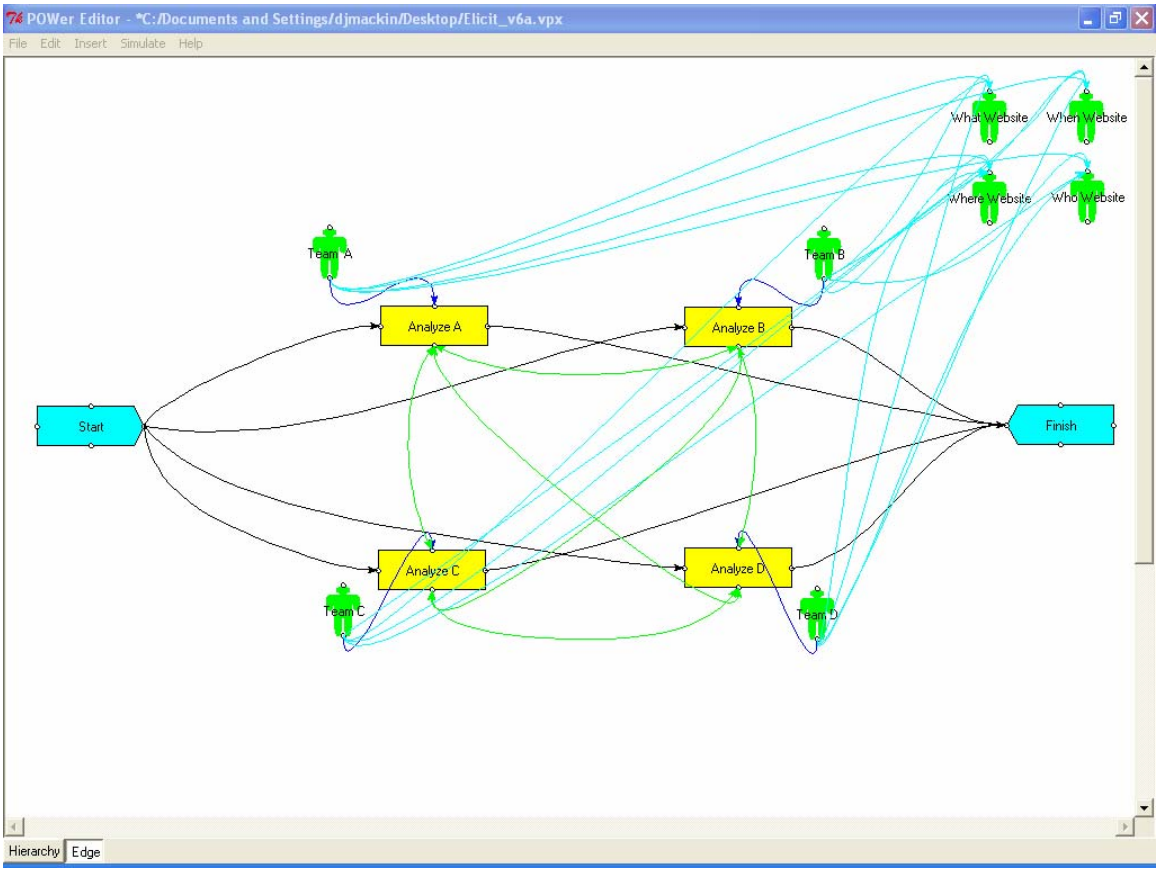

Figure 6: Edge Organization of the ELICIT game showing direct communication between all tasks (boxes) as well as knowledge links between agents and synthetic websites, within a flat, "Edge" organization.

In the Edge case, all the players were assigned the team member role as a means of modeling equal decision making responsibilities, whereas in the Hierarchy case, the Overall Coordinator is assigned the PM role, the team leaders are assigned leader roles and the remaining agents are assigned team member roles to account for their decision making responsibilities. Recall that we scaled our assigned work within the POW-ER model in *days* although the ELICIT game is typically played for about 60 minutes depending on the protocol involved. We again directly translate back and forth between days and minutes for analysis.

Results: ELICIT Empirical Results

The fully instrumented data output which recorded each player's actions, enabled our analysis of the frequency of knowledge (*factoid*) sharing via synthetic websites, and the occurrence of correct responses regarding target identification in terms of *who*, *what*, *when*, and *where*. The following graph illustrates the quantitative difference between Hierarchy and Edge organizational forms though the comparison of students' correct answers given during each ten minute interval of each game. Each team was comprised of 17 players who could share their knowledge using only electronic methods via various electronic channels as explained above. Data from three rounds of the ELICIT game are available at present. Two of these rounds were conducted using a Hierarchy organization. The other round implemented an Edge organization. The hierarchy data report the average of the two ELICIT rounds played in the "hierarchy" structure.

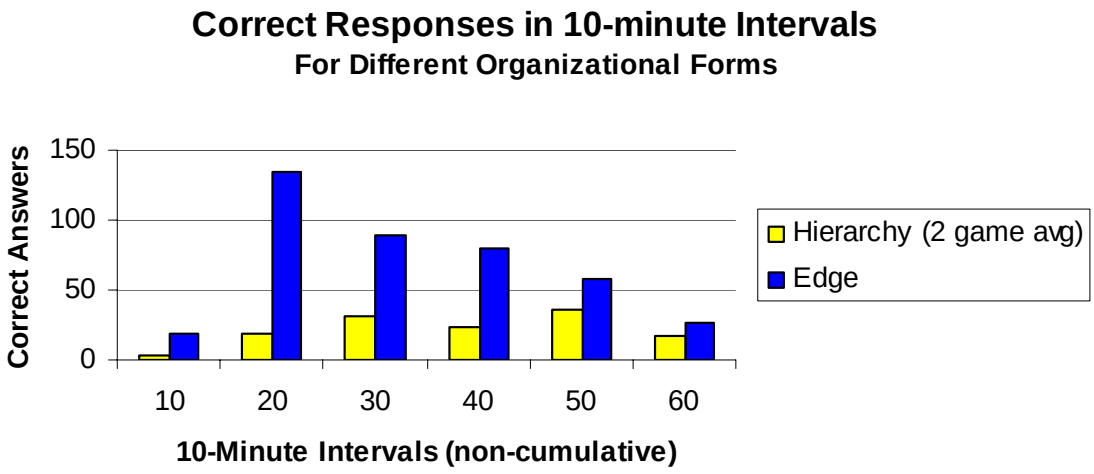

Figure 7: Hierarchy vs. Edge Organization empirical output from the ELICIT game showing the total number of correct answers given by all members of Hierarchy or Edge organizations during successive ten minute intervals.

The empirical data illustrated above indicate the substantial difference between the two organizational forms in terms of agent's correct answers produced over time. The small number of games played limits any claim of statistical significance. We anticipate receiving more empirical data from the Naval Postgraduate School team to allow us more rigorous statistical testing.

Results: POW-ER Model Predictions

Table 1 below provides a comparison of average POW-ER model predictions from 1,000 simulation runs each of the ELICIT game with the Hierarchy vs. Edge organizational forms, assuming no individual learning occurs during the exercise.

Table 2. POW-ER Output: Hierarchy vs. Edge Performance (without learning) Simulated duration is comparable to empirical results among the two organization forms. Computation of duration and work effort was conducted in days which are translated to minutes in the student game as explained above. The average of 1000 runs is listed first with standard deviations in parentheses. Data that are statistically significantly different for the two forms are marked with an asterisk and the results of the "higher performing" form in each row are shown in bold font.

Metric	**Hierarchy** Mean (Std. deviation)	**Edge** Mean (Std. deviation)
Duration*	122.8 (13.6) days	**112.8 (16.5) days**
Coordination*	240.5 (16.3) days	**143.0 (14.2) days**
Rework*	**288.6 (32.6) days**	322.9 (47.7) days
Functional Exception Work	**492.0 (n/a) days**	520.6 (n/a) days
Total Work	**1230.2 (62.4) days**	1234.2 (88.6) days
Functional Risk*	.414 (.028)	**.381 (.036)**
Process Quality Risk*	**.293 (.015)**	.267 (.022)
Cost	665.5 (32.5) K	665.4 (45.3) K

In the three student team runs of the ELICIT exercise for which we currently have data, play was terminated after 60 minutes without either team having "completed" the exercise. That is, neither team converged to a correct identification of all four parameters of the anticipated terrorist plot that was to be interdicted, although some players had made fully or partially correct identifications at various points during the exercise. Thus, any attempts to claim calibration in terms of even "qualitative consistency" are quite tentative at the time of submission of this paper. We anticipate having empirical data from multiple additional student runs of the exercise prior to the ICCRTS conference and hope to be able to report the findings from these data at the conference.

The POW-ER predictions from these initial prototype models and our first three sets of empirical ELICIT data show plausible qualitative consistency with the empirical data for *duration*, compared with the three rounds of the ELICIT game. For instance, it seems likely that from the empirical study that the Hierarchy game would have required much more time for the players to have correctly identified the plot, whereas seven of the student Edge players had already correctly identified all parameters of the terrorist plot at the sixty minute point (see Appendix A). The other POW-ER output metrics listed also appear to indicate qualitatively correct differences between the outcome metrics for Hierarchy and Edge organizational forms, based on the theoretically claimed advantages of Edge Organizations as well as prior computational modeling experiments described in the first section. We will continue to validate and calibrate the POW-ER model using ELICIT data in the next few months.

ELICIT Model with Learning and Forgetting Enabled

We next took the same POW-ER models and sequentially executed them three times in succession using no gap between rounds one and two, and a five day gap between rounds two and three. Our virtual findings are shown below.

Table 3. POW-ER Output: Hierarchy vs. Edge with and without Learning and Forgetting. The "No Learning" results are the results from Table 2 (One trial with no learning) multiplied by three, to compare with the three trials that have learning and forgetting enabled. All "No learning" results are the mean of 100 runs followed by the standard deviation in parentheses. Statistically significant differences are denoted by an asterisk.

Metric	**Hierarchy (3 Rounds)** Mean (Std. deviation)		**Edge (3 Rounds)** Mean (Std. deviation)	
	No learning	With learning and forgetting	No learning	With learning and forgetting
Duration (days)*	368.4 (22.0)	346.0 (28.5)	338.4 (26.5)	287.1 (37.0)
Coordination (days)*	730.4(23.9)	764.0(27.0)	425.5(22.7)	452.3(22.2)
Rework (days)	865.7(49.2)	870.8(58.4)	954.2(75.1)	954.1(77.4)
Functional Exception Work (days)	1471.1(848.2)	1477.1(841.2)	1544.0(405.8)	1540.9(395.1)
Total Work (days)	3688.2(90.2)	3718.7(109.1)	3677.0(143.7)	3675.6(149.5)
Functional Risk*	.412(.015)	.411(.017)	.382(.019)	.381(.020)
Process Quality Risk*	.293(.008)	.291(.008)	.269(.011)	.267(.013)
Cost ($K)*	1997.1(47.2)	1616.1(89.2)	1982.7(73.1)	1501.1(123.9)

POWER 3.0 ELICIT model output provides many kinds of outputs as illustrated above. We will continue our focus on project duration to maintain consistency and verifiability. The model output indicates that the expected *duration* of the ELICIT game for three rounds (two rounds in succession followed by a break of five days followed by the third round) is highest for the Hierarchy organization when learning is not invoked. The Hierarchy organization, with learning and forgetting invoked demonstrates a statistically significant decrease in required duration. The Edge organization without learning is expected to perform better than the Hierarchy organization with learning. This difference is also statistically significant. The Edge organization with learning is expected to perform with the lowest required duration. The difference between the Edge organization without learning and with learning is also statistically significant.

For external validity, we compare expected ELICIT game lengths by dividing the duration by three. This reveals average game lengths of approximately 122.8 and 115.3 minutes in the case of the ELICIT Hierarchy organization without and with learning respectively. This is a savings of approximately 6.1%. Edge game lengths are calculated to be 112.8 and 95.7 minutes for the Edge organization without and with learning respectively. This is a savings of approximately 15.2%. This suggests that when individuals learn in an Edge organization when compared to a Hierarchy organization, the Edge organization can improve its performance through reducing its required project duration by an additional 9.1%.

Figure 7 above supports our veridicality thus far. And we will continue to validate and calibrate the ELICIT model as more is learned about the modeled organization differences.

Discussion

POW-ER is intended to model communications and exceptions for varying organizational forms. At present, the only forms of communication used in ELICIT are selective posts and shares, and there is no feedback to players on the correctness or otherwise of their "identification" assertions. The players do not receive nor respond to exceptions in the traditional sense of asking directly for assistance from a manager or knowledgeable peer, so we need to approximate this behavior through their communications to one another and their postings and reading of data from a game website. And, as indicated from the available data, neither the game nor the protocol for running this version of it provides a stopping point for teams that have already achieved correct answers.

This lack of agent feedback directly affects the outcome of the game. For example, looking at the available data for the Edge scenario (Appendix A), two players settled upon the correct answer early. Five other players also offered completely correct answers early in the game, yet rendered incorrect responses afterwards. The remaining ten players were correct on some of the answers at various points of the game yet failed to converge on the correct target identification.
Thus far it has been shown that humans perform better on the ELICIT game in the Edge structure as measured by our "number of correct answers per 10 minute interval" metric. During the next few weeks we expect our collaborators at NPS to complete more student rounds of the ELICIT game and the Stanford team will complete its modeling and simulation of the ELICIT game in POW-ER for both types of organizations, thus providing further comparisons between the two organizational forms and further calibration and validation for the POW-ER model.
We hypothesize that our final simulation output will demonstrate this same advantage.

Comparisons will be made and analyzed between empirical ELICIT output and POW-ER simulation output for both a single trial (no learning) and multiple trials (with learning) of the ELICIT exercise. This will support ongoing calibration of the workflow model in POW-ER 3.0 and of the learning micro-behaviors that have recently been embedded in POW-ER.

At this time we claim only face validity for comparability between the POW-ER model and the ELICIT exercise it is attempting to emulate. We claim to have obtained plausible qualitative agreement of model predictions for Edge vs. Hierarchy with learning enabled from one experiment, given the current implementations and limitations of both ELICIT and POW-ER. Analysis of our ongoing research results will be updated in our final draft of the paper and further updated and reported at the conference.

Conclusions

This paper report on our continuing efforts to understand the performance effects of Edge versus Hierarchy structural forms through cross-calibrated empirical micro-experiments and computational modeling experiments. This set of cross-validation experiments employs synthetic group experiments in two small group exercises and organizational simulations of Edge vs. Hierarchical forms with and without learning by agents, to cross-validate, calibrate and refine POW-ER parameters. We described our continuing steps in specifying the key variables that effect work flow, knowledge flow and organizational learning in both Edge and hierarchy organizations. Through an extension to the POW-ER model framework, we capture the dynamics of individual knowledge gained and lost in organizations and are thus able to extend our understanding of organizational learning.

These experiments provide new evidence for some of the predicted performance differences between Edge and Hierarchy C2 organizations both empirically and synthetically, and contributes toward an improved knowledge of performance effects for Power to the Edge C2 organization structures.

(In Appendix B, we propose a set of changes to the ELICIT exercise that may enhance its veridicality as a means to test the effects of alternative organizational structures on team performance for C2 tasks, and to enrich our understanding of the impacts of participant's learning and forgetting rates.)

Future Steps

We intend to further validate and calibrate POW-ER as more ELICIT data become available, so that, through POW-ER, we may generate, model, and test novel hypotheses about Edge and other alternate organizational forms. We will also impose knowledge interventions such as training and mentoring to further explore the effects of such organization investments.

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Appendix A – ELICIT game data

Data output from three previous student rounds of the ELICIT Exercise (17, 22, and 23 June 2006) are provided in the following three appendices. Correct responses in a single category are indicated by purple shading. Bright green shading indicates responses that are correct in every category.

17 June 2006 Data (Hierarchy Organization)

17-Jun-06			Identification Attempts						
			who	what	where	when			number
Time	Player	Team				Month	Day	Time	correct
3:06:34	**Game Started**								
3:10:14	13	When	Violet	high visability			5th	daylight	1
3:11:55	13	When	Purple	Train Station					0
3:15:06	5	What	violet						1
3:16:43	15	What		embassy					0
3:16:57	13	When	Purple	Train Station	Tauland				0
3:18:30	13	When	Purple	dignitary	tauland				0
3:20:35	5	What	violet	embassy					1
3:21:43	13	When		Dignitary	Tauland		5th	11:00am	2
3:23:09	6	When						11:00am	1
3:23:26	4	Where	Azur						0
3:24:05	13	When	Purple	Dignitary	Tauland		5th	11:00am	2
3:24:13	4	Where			Tauland				0
3:25:43	10	When	violet	financial summit	chiland				1
3:25:47	13	When	Violet	dignitary	Tauland		5th	11:00am	3
3:26:17	17	Who							0
3:26:54	6	When					5th		2
3:27:33	16	Who	violet	embassy	Psiland	April	5th		4
3:29:03	5	What	violet	epsilonland embassy	tauland				2
3:29:07	17	Who	The Lion	Tauland Embassy	Epsilonland	April	10th	1200am	2
3:30:23	13	When	Violet	dignitary	Tauland	June	5th	11:00am	3
3:30:36	6	When						11:00	0
3:30:48	10	When	violet	Train Station	tauland	June	5th	11:00am	3
3:31:27	10	When	purple	Train Station	tauland	June	5th	11:00am	2
3:32:05	13	When	Violet	embassy	Tauland	June	5th	11:00am	3
3:32:35	10	When	violet	financial summit	chiland	June	5th	11:00am	3
3:34:29	10	When	violet	financial summit	chiland	June	5th	11:00am	3
3:34:43	10	When	violet	financial summit	psiland	June	5th	11:00am	4
3:34:45	5	What	violet	Epsilon Dignitary	Tauland				1
3:35:47	13	When	Violet	embassy	Tauland	June	5th	11:00am	3
3:36:15	6	When	violet		psiland		5th	11:00am	4
3:38:48	16	Who	violet	financial institution	Chiland	April	5th		4
3:39:30	11	Where	Azur	Embassy	Epsilonland	August	22nd	05:00am	0
3:40:45	3	Who	brown	dignitary	Epsilonland	April	10th	8:00pm	1
3:41:46	10	When	violet	embassy	tauland	June	5th	11:00am	3
3:41:59	3	Who	violet	dignitary	Psiland	April	5th	12:00am	4
3:47:51	1	Who	Violet	Train Station	Tauland	April	5th		3
3:47:57	13	When	violet	embassy	Tauland	June	15th	11:00am	2

3:48:01	12	What	violet	embassy	tauland	June	15th	08:00am	1
3:48:48	10	When	violet	embassy	psiland	June	5th	11:00am	4
3:48:53	4	Where			Tauland				0
3:48:55	8	When	Violet	Coalition Embassy	Psiland	June	5th	11:00am	4
3:49:07	6	When			Psiland				1
3:49:16	9	Where	Coral	Dignitary	Psiland	June			1
3:49:27	2	When	Purple	financial institution	psiland	June	5th	11:00am	4
3:49:44	14	What	Purple	Coalition Embassy	Psiland	June	1st	5:00pm	1
3:49:54	8	When	Violet	Coalition Embassy	Psiland	June	5th	11:00am	4
3:50:14	10	When	violet	embassy	epsilonland	June	5th	11:00am	3
3:50:28	7	Where	Gold	financial institution	Chiland	anytime			2
3:50:37	17	Who	Violet	Tauland Embassy	Epsilonland	April	5	9:00pm	3
3:50:38	10	When	violet	financial summit	Psiland	June	5th	11:00am	4
3:50:55	10	When	violet	financial summit	epsilonland	July	5th	11:00am	3
3:51:04	1	Who	Brown	Train Station	Tauland	April	5th		2
3:51:22	5	What	Violet	embassy	Tauland	June	18th	1:00pm	1
3:51:31	2	When	Purple	financial institution	Psiland	January	5th	11:00am	4
3:51:50	15	What		high visability				during the day	0
3:52:43	12	What	violet	Epsilon Embassy	Tauland	june	1	8:00am	1
3:53:36	5	What	Violet	dignitary	Epsilonland				1
3:53:57	6	When	Violet		Psiland	April-December	5	11:00am	4
3:54:37	15	What	Violet or Coral	embassy	psiland			daytime	1
3:54:45	5	What	Violet	embassy	epsilonland	June		day time	1
3:55:22	3	Who	Violet	dignitary	Epsilonland	April	10	12:00pm	1
3:55:27	1	Who	violet	conference	epsilonland	april	10	2:00	2
3:56:23	5	What	violet	Epsilon Embassy	psiland				2
3:56:41	10	When	violet	The Lion	tauland	june	5	11:00am	3
3:57:15	12	What	violet	embassy	psiland	june	1	8:00am	2
3:57:39	16	Who	violet	embassy	Psiland	april	5th		4
3:58:47	10	When	violet		psiland	June	5th	11:00am	4
3:58:52	6	When		embassy					0
3:59:16	4	Where		Epsilonland's Embassy	Tauland				0
3:59:21	10	When	violet	embassy	psiland	june	5	11:00am	4
3:59:25	5	What	violet	embassy	psiland	June		during the day	2
3:59:56	11	Where	Azur	Espilonland Embassy	Tauland	August	22	3:00am	0
4:00:09	10	When	violet	dignatary	psiland	june	5	11:00am	4
4:01:10	1	Who	Azur	Conference	Epsilonland	April	10	12:00pm	1
4:01:52	10	When	coral	embassy	psiland	june	5	11:00am	3
4:01:54	1	Who	Azur	embassy	Epsilonland	April	10	1:00pm	1
4:02:21	1	Who	Brown	Embassy	Epsilonland	April	10	4:00pm	1
4:02:55	10	When	violet	buildings	psiland	june	5	11:00am	4
4:03:26	7	Where	Coral	Embassy	Psiland	work day		10:00am	1
4:03:34	1	Who	Brown	Tauland Embassy	Epsilonland	April	10	5:00pm	1
4:04:58	1	Who	Violet	Tauland Embassy	Epsilonland	April	10	4:00	2
4:05:33	10	When	violet	dignatary	psiland	june	5	11:00am	4
4:08:40	15	What	violet						1
4:08:43	2	When	Purple	dignitary	psiland	June	5	11:00am	3
4:08:44	15	What	violet						1

22 June 2006 Data (Edge Organization)

22-Jun-06		Identification Attempts						
		who	what	where	when			number
time	source				Month	Day	Time	correct
19:00:46	**Game Started**							
19:04:41	13	Violet	Tauland Embassy	Epsilon	April	5	11:00am	4
19:06:15	4	Violet group						1
19:06:23	13	Violet Group	Financial Institution	Tauland	April	5	11:00am	5
19:07:37	4		financial institution					1
19:07:50	4	violet group	financial instituion					2
19:07:50	8	the violet group	financial institution					2
19:08:13	16	coral						0
19:09:01	16			Epsilonland				0
19:09:16	16		International Conference					0
19:09:27	4	Violet group	financial institution		April	5		4
19:11:24	12	the coral group	embassy	Epsilonland	April	10	09:00am	1
19:11:38	8				April	5		2
19:12:32	13	violet group	financial institution	omega-lands	April	5	11:00am	5
19:13:26	16	violet						1
19:13:51	6	Violet group	embassy	Tauland	April	10	11:00am	3
19:13:58	16				April	10	11:00am	2
19:14:17	12	coral	embassy	epsilonland	April	10	11:00am	2
19:14:43	14	Lion	Financial Institution	Psiland	April	5	11:00am	5
19:14:45	6	Violet	Financial	Psiland	April	10	11:00am	4
19:14:46	12	coral	embassy	tauland	April	10	11:00am	2
19:15:01	8						11:00am	0
19:15:16	12	violet	embassy	epsilonland	April	5	11:00am	4
19:15:38	8				April	5	23:00	2
19:15:50	4	Violet group	embassy	Psiland	June	10	11:00am	3
19:15:53	11				April	10	11:00am	2
19:16:00	12	coral	embassy	epsilonland	April	10	11:00am	2
19:16:07	13	Violet Group	Financial Institution	Psiland	April	5	11:00am	6
19:16:18	12	coral	embassy	tauland	April	10	100:00:00	1
19:16:29	8				April	10		1
19:16:33	14	Lion	Financial Institution	Psiland	April	5	11:00am	5
19:16:35	13	Violet Group	Financial Instituation	Tauland	April	5	11:00am	5
19:16:37	12	coral	embassy	tauland	April	10	11:00pm	1
19:16:41	15	violet	financial institution	omegaland	April	5	11:00am	5
19:17:08	5	Violet	Financial Institution		April	5	11:00am	5
19:17:11	13	Violet Group	Financial Instituation	Upsilonland	April	5	11:00am	5
19:17:13	15	violet	financial institution	psiland	April	5	11:00am	6
19:17:38	13	Violet Group	Financial Institution	Chiland	April	5	11:00am	5
19:17:40	15	violet	financial institution	tauland	April	5	11:00am	5
19:17:47	2				April	5	11:00am	3
19:18:18	8			tauland				0
19:18:31	14	Lion	Financial Institution	Psiland	April	10	11:00am	4
19:18:46	4	violet group	financial instituion	chiland	June	5	11:00am	4

19:18:48	3	Violet	financial institution	Psiland	April	5	11:00am	6
19:18:52	8	the violet group	financial insititution	epsilonland	April	10	11:00am	4
19:18:58	15	coral	financial institution	tauland	April	10	11:00am	3
19:19:01	13	Violet Group	embassy	Epsilonland	April	5	11:00am	4
19:19:07	9	the violet group	Tauland embassy	Epsilonland	April	10	11:00am	3
19:19:16	7	Violet group	financial institution	Psiland	April	5	11:00am	6
19:19:26	12	violet	embassy	epsilonland	April	5	11:00am	4
19:19:48	12	violet	embassy	tauland	April	5	11:00am	4
19:20:02	15	coral	financial institution	psiland	April	10	11:00am	4
19:20:11	8			omegaland				0
19:20:12	14	Lion	Financial Institution	Psiland	April	10	11:00pm	3
19:20:14	4	violet group	embassy	psiland	April	5	11:00am	5
19:20:16	5	Violet	Financial Institution	Psiland	April	5	11:00am	6
19:20:22	13	Violet Group	Tauland's embassy	Epsilonland	April	5	11:00am	4
19:20:57	6	Violet	financial	Tauland	April	5	11:00am	4
19:21:00	2	Violet			April	5	11:00am	4
19:21:56	4	violet group	financial institution	Psiland	April	5	11:00am	6
19:22:07	12	violet	embassy	epsilonland	April	5	11:00am	4
19:23:17	12	brown	embassy	epsilonland	April	10	11:00am	2
19:23:39	12	brown	embassy	epsilonland	April	10	11:00pm	1
19:24:36	4	Violet group	financial institutions	Chiland	April	5	11:00am	5
19:25:21	12	brown	embassy	tauland	April	10	11:00am	2
19:25:28	11	Lion and Violet		Epsilonland	April	5	11:00am	3
19:25:41	12	brown	embassy	tauland	April	5	11:00am	3
19:26:05	13	Violet Group	Financial Institution	Omegaland	April	5	11:00am	5
19:27:21	8						11:00am	1
19:27:23	4	violet group	financial institution	Chiland	April	5	11:00am	5
19:28:52	3	Violet	Financial Institution	Tauland	April	5	11:00am	5
19:29:00	15	violet	financial institution	epsilonland	April	5	11:00am	5
19:29:10	12	violet	dignitary	epsilonland	April	5	11:00am	4
19:29:25	3	Violet group	financial institution	Omegaland	April	5	11:00am	5
19:29:42	12	violet	dignitary	epsilonland	April	10	11:00am	3
19:30:04	8	violet	financial	omegaland	April	5	11:00am	4
19:30:26	12	brown	dignitary	epsilonland	April	10	11:00am	2
19:30:43	9	The Lion	Tauland Embassy	Epsilonland	April	10	11:00am	2
19:30:47	15	violet	financial institution	omegaland	April	5	11:00am	5
19:31:09	15	violet	dignitary	omegaland	April	5	11:00am	4
19:31:19	3	Violet group	financial institution	Epsilonland	April	5	11:00am	5
19:31:55	12	violet	dignitary	tauland	April	5	11:00am	4
19:32:13	6	Violet	Financial	Psiland	April	5	11:00am	5
19:32:17	2	Violet Group	Financial Institution	Psiland	April	5	11:00am	6
19:32:19	12	violet	dignitary	epsilonland	April	5	11:00am	4
19:32:20	8		dignitary					0
19:32:25	15	violet	dignitary	epsilonland	April	5	11:00am	4
19:32:46	15	violet	dignitary	tauland	April	5	11:00am	4
19:33:23	14	Lion	Financial Institution	Chiland	April	10	11:00am	3
19:33:45	15	brown	dignitary	tauland	April	10	11:00am	2
19:34:12	14	Lion	Financial Institution	Psiland	April	10	11:00am	4
19:36:12	14	Lion	Embassy	Tauland	April	10	11:00am	2
19:36:46	15	violet	dignitary	tauland	April	5	11:00am	4

19:37:56	11	Violet and the Lion	financial institution	tauland	April	5	11:00am	4
19:38:02	15	violet	financial institution	tauland	April	11	11:00am	4
19:38:54	10	Violet Group			April	5	11:00am	4
19:39:50	5	Violet	Financial Institution	Omegaland	April	5	11:00	4
19:40:04	12	brown	embassy	epsilonland	April	10	11:00am	2
19:40:05	4	violet group	financial institution	Psiland	May	5	11:00am	5
19:40:45	14	The Lion Group	Financial Institutions	Chiland	April	10	11:00am	3
19:41:13	14	The Lion Group	Financial Institution	Psiland	April	10	11:00am	4
19:41:42	1	Violet group	the Tauland embassy	Epsilonland	June	10	11:00am	2
19:41:43	8	violet	dignitary	psiland	April	10	11:00am	4
19:41:52	14	The Lion Group	Embassy	Tauland	April	10	11:00am	2
19:42:48	15	violet	financial institutions	omegaland	April	5	11:00am	5
19:43:10	15	violet	financial institution	tauland	April	5	11:00am	5
19:43:51	15	purple	financial institution	tauland	April	10	11:00am	3
19:43:57	12	gold	embassy	epsilonland	April	10	11:00am	2
19:44:30	10		financial institution					1
19:45:50	15	violet	financial institution	tauland	April	5	11:00am	5
19:46:30	15	violet	financial institutions	omegaland	April	5	11:00am	5
19:49:08	15	violet	financial institution	psiland	April	5	11:00am	6
19:49:28	15	violet	dignitary	tauland	April	5	11:00am	4
19:50:07	11	Violet and lion	financial institution	omegaland	April	5	11:00am	4
19:50:37	15	violet	financial insitution	epsilonland	April	5	11:00am	5
19:50:53	10	Violet Group	Financial Institution	Tauland	April	5	11:00am	5
19:50:56	15	violet	dignitary	epsilonland	April	5	11:00am	4
19:54:29	5	Lion with Violet	Financial	Omegaland	April	5	11:00	2
19:58:58	14	The Lion Group	Financial Institution	Chiland	April	25	11:00am	3
19:59:41	14	The Lion Group	Financial Institution	Psiland	April	25	11:00am	4
The Correct Answer		**Violet**	**Financial Institution**	**Psiland**	**April**	**5th**	**11:00am**	

23 June 2006 Data (Hierarchy Organization)

23-Jun-06			**Identification Attempts**						
			who	**what**	**where**	**when**			**number**
Time	**Player**	**Team**				**Month**	**Day**	**Time**	**correct**
18:46:51	**Game Started**								
18:53:52	3	Who	Coral Group	Financial Institution	Chiland				1
18:54:07	13	What		coalition member embassy					0
18:55:00	3	Who	Coral	Embassy	Chiland				0
18:56:08	15	What	azur	embassy	psiland				1
18:56:21	1	What	Azur	Embassy					0
18:56:48	1	What	azur group	coalition member embassy					0
18:57:23	5	Who	Coral group	embassy	Tauland				0
18:57:44	15	What	azur	embassy	chiland				0
18:59:58	9	When	the Violet group						1
19:00:18	7	What	azur	embassy	epsilonland	daytime			0
19:00:51	6	When				June	5	morning	1
19:01:08	6	When		a visiting dignitary					0
19:02:40	6	When				June	5	11:00am	2

19:02:53	14	Where	Violet group	Embassy	Psiland	May	10	11:00am	3
19:03:40	6	When			Epsilonland				0
19:03:52	11		Violet group	embassy	Psiland	June	5	11:00am	4
19:05:05	5	Who	Coral	Embassy	Tauland	December	19	10:00pm	0
19:05:26	4	Where	Azur	Embassy	Epsilonland	June	15	12:00pm	0
19:07:10	3	Who	Azur	Embassy	Epsilonland				0
19:07:52	9	When	violet group	embassy	Chiland	April	5	11:00am	4
19:07:59	10	Where	Violet group	Financial Institution					2
19:08:15	15	What	azur	embassy	tauland	june			0
19:08:53	15	What	azur	embassy	psiland	june			1
19:10:07	1	What	Coral Group	Embassy	Psiland	June	15	11:00am	2
19:10:28	15	What	azur	embassy	epsilonland	june			0
19:10:28	16	When	Violet	Coalition Member Embassy	Psiland	June	5	11:00am	4
19:10:41	6	When	Purple group	dignitaries	Epsilonland	June	5	11:00am	2
19:10:48	14	Where	Coral	Dignitary	Psiland				1
19:10:49	9	When	Violet group	visiting dignitary	Psiland	April	5	11:00am	5
19:11:14	14	Where	Violet	Embassy	psiland		10		2
19:11:29	3	Who	Coral	Financial Institution	Psiland				2
19:11:53	14	Where	Coral	embassy	Psiland	June	10		1
19:12:12	14	Where	Violet	Dignitary	Psiland	June	10		2
19:12:56	9	When	violet group	embassy	psiland	April	5	11:00am	5
19:14:50	8	Who	violet						1
19:15:34	5	Who	Coral group	Coalition member embassy	Tauland	December	19	12:00am	0
19:16:09	4	Where	Coral	dignitary	epsilonland	June	5	5:00pm	1
19:17:34	10	Where			Tauland				0
19:19:32	6	When	Chartreuse group	dignitaries	epsilonland	June	5	11:00pm	1
19:20:33	4	Where	Purple						0
19:20:38	4	Where	Gold						0
19:20:40	1	What	Chartreuse group	coalition embassy	Epsilonland	June	15	3:00pm	0
19:20:44	4	Where	Brown						0
19:21:04	2	When				June	5	11:00am	2
19:21:15	15	What	azur	embassy	psiland	june			1
19:22:38	8	Who	violet	embassy	chiland				1
19:22:42	4	Where			Chiland				0
19:22:50	4	Where			Psiland				1
19:22:57	4	Where			Omegaland				0
19:23:09	12	Where	Coral	Financial Institution	Psiland	June	10		2
19:23:38	1	What	charteuse group	coalition embassy	epsilonland	June	15	1:00pm	0
19:24:31	15	What	violet	embassy	psiland	june			2
19:25:03	7	What	azur group	embassy	omegaland	june			0
19:27:44	1	What	The violet group	coalition member embassy	epsilonland	June	15	1:00pm	1
19:27:47	7	What	azur	embassy	omegaland	June		1:00pm	0
19:28:02	14	Where	Violet	Dignitary	Psiland	June	10	3:00pm	2
19:29:11	6	When	purple group	dignitaries, embassies	epsilonland	June	5	11:00am	2
19:32:46	3	Who	Coral Group		Epsilonland				0
19:33:04	8	Who	violet	embassy	chiland	June	3	1:00am	1
19:33:37	9	When	the Violet group	visiting dignitary	Psiland	April	5	11:00am	5
19:33:47	1	What				June	1	1:00pm	0
19:34:11	12	Where	Azur group	Tauland Embassy	Epsilonland	June	10		0
19:34:54	15	What	azur	embassy	psiland	june			1

19:35:14	15	What	violet	embassy	psiland	june			2
19:35:45	6	When	the jackal	embassies	epsilonland	June	5	11:00am	2
19:35:46	1	What	the Chartreuse group	coalition embassy	Psiland	June	1	1:00pm	1
19:36:53	3	Who	The Coral Group	Embassy	Epsilonland	June	13	2:00am	0
19:37:11	9	When	violet group	embassy	chiland	June	5	11:00am	3
19:38:04	5	Who	Coral group	coalition member embassy	Epsilonland	January	24	4:00am	0
19:38:49	6	When	The Jackal	Embassies	Tauland	June	5	11:00am	2
19:39:40	3	Who	Violet Group						1
19:41:08	13	What	Coral Group	Coalition Member Embassy	Pisland	October	3	2:00pm	1
19:41:29	4	Where	the Lion	attack dignitaries	Psiland	June	15	11:00am	2
19:42:46	3	Who	Violet Group	embassy	Psiland				1
19:43:28	13	What	Coral	Coalition Member's Embassy	Pisland	December	15	3:00am	1
19:45:54	3	Who	The Violet Group	Embassy	Psiland	June	21	1:00pm	2
Correct Answer			**Violet**	**Financial Institution**	**Psiland**	**April**	**5th**	**11:00am**	

Appendix B - ELICIT game suggestions

A few modest extensions to the ELICIT exercise would provide for improved realism and richer experimental output. With these extensions, ELICIT would more faithfully represent the effect of changes in organization structure on team performance for this C2 task; and ELICIT could be modeled in POW-ER with greater predictive capability and should provide further qualitative and quantitative distinction between Hierarchy and Edge organizations. We offer the following list of suggested changes to the experiment protocol and software for consideration by ELICIT's developers and its users, in the event that an ELICIT users' group is formed.

1. Give players some "factoid source reliability hints" to help them judge the "source reliability" (qualitatively or as a percentage) for each factoid. Players could, for example, be given a characterization of the source for each factoid as: *"reliable", "unknown"* or "*potential source of misinformation"*. This source information could be given to different players than the ones who received the original factoid, so players would have to exchange information to rate the reliability of the source for each factoid.

2. Allow the players to request specific information from the coordinator (in Hierarchy mode) and/or other players (in both modes, but especially in Edge mode) such as: "W*here is the Coral group?"* This would address our concern about introducing alternative forms of exception handling to ELICIT whose availability and effectiveness would differ with different organization structures.

3. Penalize players for wrong answers, perhaps in terms of *reputation points* and give them feedback about wrong answers. For instance, each player could begin with ten points and lose one for every wrong answer, or gain one point for every correct answer. Each player could be given a secondary goal of maximizing their points. The game administrator might be the objective observer who could manage these points and communicate them to players. This would address our concern about providing players with feedback.

4. The game might have some rules for early termination when a single player, a plurality of players or a majority of players achieves the correct answer for the game. This would allow researchers to compare empirical vs. predicted (by the simulation) project completion durations which we cannot do now. This also seems to us to increase realism

in the exercise. If a potential adversary were identified in a real counterespionage or counterterrorism scenario, presumably they might be able to be apprehended for questioning and their person and premises searched, etc. which could begin to confirm or disconfirm the diagnosis.