

THE MONITOR AND MERRIMACK



Newsletter of the
Greater Hampton Roads Chapter
District 02 – Chapter 03
SOLE – The International Society of Logistics
February 2010
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From the Chapter Chairman:

What a snow storm! January went out like a lion and our Chapter has started the new year with a roar too!

Thanks to **Don Chase**, Planning and Logistics Manager, at STIHL our first tour of 2010 was an outstanding success. The tour was enjoyed by all; the pictures are on page 7. I want to thank **Brandon Cholek**, our Vice Chairman for Membership, who coordinated this event with STIHL. Thank you!

As you can see from the column to the right our schedule for luncheons has some exciting topics and great speakers. Keep watching the website for details on other upcoming events.

Akalanka Warusavitharana and **Lee Morris** have volunteered to put together a plan for CPL/CPM study groups for anyone interested in pursuing certification or would like to learn/refresh their knowledge in logistics. As a reminder if you are looking for logistic references our chapter donated books to the local libraries. The Newport News Central Library in Newport News and the Meyra Oberndorf Central Library in Virginia Beach have the donated books in the reference section. The titles are "Supportability Handbook Systems Handbook and ILS Support Handbook" by James Jones; "Logistics Principles and Applications" by John S. Langford; the "Lean Six Sigma Toolbook" by George Rowlands, Price and Maxey; and "Quantitative Measures of Logistics" by Philip T. Frohne. Be sure to check one out!

Have you reserved March 24th and 25th? The professional development workshop is open for registration and seating is limited. The theme of this workshop is Logistics in a Joint/Interagency Environment. More information is listed on page 8 and 10 of this newsletter or you can get the registration form on our website www.ghrc-sole.org. Check out www.LinkedIn.com for other people who are attending. This event is also posted on www.pilotonline.com. If you need more information be sure to drop me a line or call me.

Come join us at our next luncheon!

Charlie Littleton
Chapter Chairman



Coming Events:

17 Feb 2010, Mr. Russell Held, Virginia Port Authority – “Competitive positioning at the Port of Virginia,

17 March – NASA Space Shuttle Refurbishment

20 April – Defense Depot (DLA), Norfolk Tour

19 May GHRC Luncheon Mr. Steve Carmel, Senior VP, Maritime Services, Maersk Lines, Ltd.

* GHRC Luncheon at Ward's Corner #1 Chinese Restaurant unless otherwise noted

Certified Professional Logistician Corner



The next CPL Exam will be given in May 2010

1. Queuing theory is primarily concerned with processes which:
 - a. have the characteristics of having random arrivals and the servicing of customers on a random basis.
 - b. are tied directly to life cycle cost analysis.
 - c. are random at a point in time and non-random at other times in a data series.
 - d. are strategically oriented

2. Examples of where queuing theory can be applied in determining the optimum number of:
 - a. toll booths for a bridge or toll road, repairman servicing machines, fasteners for a piece of structural equipment.
 - b. Docks for ships., windows in a post office, female shoppers in a supermarket
 - c. clerks for a spare-parts counter, doctors available for clinic calls, cars in a repair shop.
 - d. None of the above.

3. In a Poisson process the probability of occurrence of a success or failure is:
 - a. constant and the occurrence of a success or failure is independent of what has happened immediately preceding the present observation.
 - b. constant and the occurrence of a success or failure is dependent of what has happened immediately preceding the present observation
 - c. random and the occurrence of a success or failure is dependent on what has happened immediately preceding the present observation
 - d. constant and dependent on external occurrences involved with logistics budgeting.

4. Machine loading is primarily concerned with-
 - a. various jobs to machines, particularly when frequent rearranging of the work load is expected
 - b. simulating a planned event before it happens.
 - c. designing logistics support systems.
 - d. life cycle cost analysis.

5. A company plans to redesign its maintenance facilities. The line supervisors complain that existing service is too slow. The cost controller claims that the five men in the facility are idle one-third of the time and the only reason repairs appear slow is they sometimes occur in bunches causing delay. All agree that a priority system would not be feasible. A compromise solution appears to be the installation of more automatic equipment to reduce the size of the maintenance crew. Is this decision appropriate? Which of the following techniques would you suggest to the firm use to come up with the best solution for the problem?
 - a. Machine loading and multivariate analysis.
 - b. Logistics support analysis.
 - c. Multiple scenario analysis.
 - d. Queuing theory and machine load analysis.
 - e. Queuing theory analysis only.

6. Patients at a medical office arrive randomly following a Poisson process. The office processes an average of five patients an hour. Patients arrive at an average of four per hour and the plant operates 24 hours a day. What technique would you use to determine the best service patient rate at the facility?
 - a. simulation analysis
 - b. Queuing theory.
 - c. Operations analysis
 - d. Machine loading analysis.

7. The objective of a queuing problem is:
 - a. to minimize the sum of the costs of waiting and the costs of providing service facilities .
 - b. to establish correct personnel relationships in a matrix organization
 - c. to minimize the cost of building of a service facility only.
 - d. establish the logistics support levels for a weapons system.

Please see answers on Page 3

Near term Calendar of Events

ASNE	Dinner Meetings:	Every 3rd Tuesday, Springhill Suites, Newtown Road, Va. Beach, (1800-1900 Social Hour); 1900-2030 Dinner and Program; Reservations: Mary Morgan (757) 495-1970
	February 17, 2010	Adm. Carol M. Pottenger, Command Naval Expeditionary Combat Command (NECC)
District 02	PDF 2010	Newport New OMNI Hotel, Newport News, Virginia (24-25 March 2010)
GHRC SOLE	February 17, 2010	Monthly Luncheon Meeting, #1 Chinese Buffet, Wards Corners, Norfolk, Virginia featuring Mr. Russell Held, Deputy Executive Director, Development, "Initiatives and Projects at the Port of Virginia"
NDTA Tidewater	February 25, 2010	Norfolk Intl Airport Operations, hosted in the Phillips Seafood Banquet room; parking to be validated at 11:30 AM.

Answers			
1	a	6	b
2	c	7	a
3	a		
4	a		
5	e		

Business Week: 28 Nov 08 (extract) – a short look back

Low Shipping Costs

What happened? And what does it mean for the world economy? Not good news. Let's start with shipping rates. They are the lowest they have been in six years, as measured by a relatively obscure indicator called the Baltic Dry Index. The index, which measures the cost of shipping most commodities other than oil, has been in free fall since the middle of the year, down 93% from its peak of 11,793 in May 2008. As a result, daily rates for chartering a merchant ship are still down by as much as 98% from just six months ago.





**SOLE – The International Society of Logistics
Greater Hampton Roads Area Chapter**

Luncheon

**#1 Chinese Buffet, 7635 Granby Street
Norfolk, Virginia
Phone: (757) 423-8880**

Mr. Russell J. Held

**Deputy Executive Director, Development
Virginia Port Authority**

“Initiatives and Projects at the Port of Virginia”

Please RSVP by contacting our Chairman, Mr. Charlie Littleton at clittleton@LCE.com or phone him at 757-857-1311 (ext: 4203) or our Administrative Vice-Chairman, Carl Lilieberg @ 757-896-5335/Carl J. Lilieberg @ngc.com NLT 4 PM, Monday, 15 February 2010.

Please join us for a luncheon of great food, professional contact, and a timely and informative logistics presentation. Spouses and guests, bosses, and co-workers are welcome and you DO NOT have to be a SOLE Member to attend!

Driving Directions: From 1-64 E through the HRT. Take the I-564 exit onto US 460W (Granby St/Naval Base). Take the left ramp to Granby. Turn right onto Granby and the restaurant is on your right after passing the railroad crossing. From 1-64 W: Take I-64W to VA 165-Little Creek Road off ramp onto Taussig Blvd. Turn left onto Granby St. and after crossing the railroad restaurant is on your right.



2010 Calendar Greater Hampton Roads Chapter Monthly Schedule

	Business Meeting	Lunch/ Tour	Topic
February	8	17	“Initiatives and Projects at the Port of Virginia” Virginia”, Mr. Russell Held
March	8	17	NASA Space Shuttle Refurbishment
April	12	20	Defense Depot (DLA), Norfolk Tour
May	10	19	Steve Carmel, Senior VP, Maersk Lines, Ltd.

The Importance of Transportation (reprinted from NAVSUP Log Quotes online)

"Victory is the beautiful, bright colored flower. Transport is the stem without which it could never have blossomed."
 -- Sir Winston S. Churchill, *The River War*, vii (1899)



Sea Basing: Logistical Implications for the U. S. Army. (reprinted from the Air Force Logistics Journal, Vol XXXIII, No. 2)

Introduction

Freedom Predicting when and where the United States will fight future wars is a difficult task. If we were able to predict the time, place, and adversary we could design military forces prior to the outbreak of hostilities that would provide us with the best chance for success. Realistically, however, we cannot predict the next war and we must organize, train, and maintain military forces to prosecute the fight in Operation Iraqi, Operation Enduring Freedom, and the Global War on Terrorism. While we resource the current fight we must do our best to anticipate our future military needs and attempt to design our forces with

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Analysis Paralysis : A Case of Terminological Inexactitude

Lon Roberts (reprinted from Defense AT & L, January-February 2010)

In December 1942, driven by a sense of urgency to take the war across the English Channel, Winston Churchill issued a communiqué that likely went against his grain. The same man who had once said “I am easily satisfied with the very best” found himself in the difficult position of having to settle for something less than the very best for the greater good of the war. When word reached Churchill that the designers of the landing craft that would transport tanks and troops across the Channel were spending the bulk of their time debating major design change’, he issued this warning: “The maxim ‘Nothing avails but perfection’ may be spelt shorter: ‘Paralysis’.”

A clear case of analysis paralysis! Or is it? A second look at Churchill’s wording reveals that a more apt characterization is perfection paralysis—the failure to act when the need for action trumps the quest for perfection. Whether or not hindsight supports Churchill’s outlook, this is how he perceived the situation at the time.

Though all of this may seem like semantic hair-splitting, I would argue that the distinction matters, certainly if finding and treating root causes is important. And despite advancements made in program and project management since the 1940s, perfection paralysis is still very much alive and well. Furthermore, it is nurtured by the same “Nothing avails but perfection” mindset that Churchill took issue with—a mindset that positions itself as the moral high road to which all should aspire.

Labels are a communications necessity and convenience. But labels can also be detrimental when they are close but slightly off the mark. Encountering an instance of this early in his career, Churchill coined the expression “terminological inexactitude”—a play on words alluding to the misapplication of labels and, by extension, the damage that can be done by engaging in this practice. I submit that analysis paralysis is likewise an instance of terminological inexactitude, making it difficult to distinguish between the various conditions that fall under the umbrella of this label.

In the remainder of this article, I will examine three problematic conditions that are often attributed to analysis paralysis. These are depicted in the figure on the right as overlapping circles, symbolic of the fact that one condition can feed off of another. In the spirit of Churchill, I have also concocted somewhat grandiose but descriptive labels for the three conditions: Analysis Process Paralysis, Risk Uncertainty Paralysis, and Decision Precision Paralysis.

The Analysis Carousel Riders

When the expression analysis paralysis is mentioned, an image that springs to mind is something akin to getting stuck on an analysis carousel. Hop on board, drop in a coin, and continue riding in circles, at least until the coins are exhausted or someone pulls the plug. It’s all about the ride itself—the sights, the sounds, the ambiance, the indescribable exhilaration that comes from crunching numbers, then crunching them some more. True devotees never tire of the ride. Like the Hotel California in the Eagles song, they can check in, but they can never check out. Or so it seems!

The situation described is representative of the condition I call Analysis Process Paralysis. Of the three conditions I will examine, it is closest to what analysis paralysis has come to mean in popular parlance. Though it may appear to afflict the one doing the analysis rather than the one relying on the analysis, its tentacles can be hard to escape, especially when the stakes are high and the decision maker is uncomfortable working with less-than-perfect information.

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CHAPTER TOUR OF STIHL, INC WAREHOUSING, DISTRIBUTION AND PRODUCTION PROCESSES, VIRGINIA BEACH, VIRGINIA

20 JANUARY 2010



Mr. Don Chase, Manager Planning and Logistics gave our chapter tour group a superb overview of STIHL worldwide and U.S. operations with details on recent expansion of operations at their Virginia Beach site. We all then enjoyed a highly impressive tour the company's of industrial processes (assembly line, quality assurance, packaging and shipping. The high degree of automation (e. g. robotic box stacker and laser guided pallet jacks able to operate independently) coupled with repetitive quality assurance stages impressed us all. We also saw STIHL's processes to machine cylinders and crank shafts to world class quality.

At the end of the tour, Brandon Cholek, our Chapter Membership Vice Chairman, presented Don our GHRC Letter of Appreciation and a SOLE coffee cup. Our group then enjoyed lunch at the local TGIF restaurant. Many of our SOLE membership and local area logisticians and business persons attended this superb event.

Our thanks the management and workers at STIHL and Brandon who arranged this great event!

MARK YOUR CALENDERS!



**SOLE – The International Society of Logistics
District 02 Chapters
are pleased to announce**

Logistics in a Joint/Interagency Environment

2010 SOLE District 02 Professional Development Forum

**Omni Newport News Hotel
Newport News, Virginia**

24 – 25 March 2010

Wednesday: 1300 – 1700

Thursday: 0800 – 1700

The Chapters of District 02, SOLE - The International Society of Logistics (SOLE) are pleased to announce the 2010 District 02 Professional Development Forum. To be conducted at the Omni Newport News (Virginia) Hotel on 24 and 25 March 2010, this 1 ½ day training event will offer a series of workshops on various aspects of logistics in a joint/interagency environment.

Wednesday's offering – a 4 hour workshop on **Planning for Joint Total Life Cycle Systems Management (TLCSM)** – will provide both theory and case study application of the principles of TLCSM in a joint/interagency logistics environment. Areas to be covered include acquisition and support planning for joint-user systems, management of multiple/differing service practices (e.g., 2 vs. 3-level maintenance), establishment of a "common" TLCSM system lexicon, and definition of roles and responsibilities.

Thursday's planned offerings will include four 2-hr workshops on *"The Role of Product Support Managers in Joint System Acquisition & Support," "Culture Shock: Surviving the Interagency Environment," "FEMA's Role in Joint/Interagency Operations,"* and *"Synchronized Predeployment and Operational Tracker (SPOT): What, Why and How?"*

For additional information, please contact
*Charles R. Littleton (Technical Chair), 757-857-1311 x 4203 or 757-619-4910 (cell) or
Jon J. Buder (Registration Chair), at 703-221-7339 or 703-232-5214 (cell).*

**SAVE THE DATES – SPACES WILL BE LIMITED
REGISTRATION WILL OPEN 20 JANUARY 2010**

GHRC Executive Board Officers:

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Chairman**

**Brandon Cholek, 757-962-1510
Membership Vice Chairman**

**Rick Treto, 757-578-3338
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***We're On the Web!*
www.ghrc-sole.org**

SOLE Information

SOLE-The International Society of Logistics is a nonprofit professional society composed of individuals devoted to enhancing logistics technology, education, and management. For further information on SOLE or this chapter, contact any of the individuals listed on the front page of this newsletter.



SOLE - The International Society of Logistics
2010 District 02 Professional Development Forum (PDF)
 24-25 March 2010 – Omni Newport News Hotel; Newport News, Virginia

“Logistics in a Joint/Interagency Environment”

Please complete all registration information. Payment must accompany registration. Payment of the Non-Member rate does membership in SOLE. You are responsible for making your own hotel reservations. Hotel reservations can be made by Omni Newport News Hotel, Newport News, Virginia directly at 757-873-6664 (group reservations).

You must mention “SOLE District 02 PDF” to get the group rate: all rooms have been contracted at the government per diem!

Full Name _____ Badge Name _____
 Company/Organization _____ Title/ Position _____
 Address _____
 City _____ State _____ Zip _____ Country _____
 Phone _____ Fax _____ E-mail _____

PDF Registration Rates (please fill in applicable rate)			
	24 March 2010 (Wednesday only)	24 and 25 March 2010 (both days)	
Workshop	\$175 _____	SOLE Member	\$250 _____
		Non-Member	\$325 _____
	25 March 2010 (Thursday only)		
Forum	\$225 _____	SOLE Member No. _____	
			Total Registration Fee _____

Registration includes the following: 25 March: Continental breakfast, AM/PM breaks, lunch only. (For those arriving Wednesday, 24 March, the Omni News is providing a Manager’s Reception, with complimentary snacks and soft drinks; along with draft beer and wine for \$1.50 each.)

Workshop/Forum Schedule

Wednesday, 24 March 2010

1230 – 1630 **Planning for Joint Total Life Cycle Systems Management** [David S. Floyd, CPL, Defense Acquisition Un
 1700 – 1900 Manager’s Reception

Thursday, 25 March 2010

0700 – 0730 Continental Breakfast
 0730 – 0800 Welcome/Opening Remarks
 0800 – 1000 Class 1
 1000 – 1015 Break (AM)
 1015 – 1215 Class 2
 1215 – 1315 Lunch
 1315 – 1515 Class 3
 1515 – 1530 Break (PM)
 1530 – 1730 Class 4

Attendees will be broken randomly into groups of not more than 30, and will proceed as a group through all four classes. The classes/instr

The Role of Product Support Managers in Joint System Acquisition and Support

John G. Baranowski, Office of the Assistant Under Secretary of Defense (Materiel Readiness)

Culture Shock: Surviving the Interagency Environment

Dr. William (Billy) J. Davis, DML, Army Logistics University; and Dr. William J. Davis, Jr., US Army Command and General Staff

FEMA’s Role in Joint/Interagency Operations

Ronald A. Cooper, Sr., Headquarters, Federal Emergency Management Agency

Synchronized Predeployment and Operational Tracker (SPOT): What, Why and How?

LTC Richard Faulkner, PM SPOT-JAMMS; Office of the Assistant Under Secretary of Defense (Program Support)

NOTE: Certificates of training will be issued for the workshop and all classes, as attended.

Payment method

AmEx ___ VISA ___ MC ___ Diner’s ___ Number _____ Exp Date ___

Name on Card _____ Phone # of Cardholder _____

Check Enclosed _____ (No. _____) Government SF 182 _____ (Copy of SF 182 must be att

Cancellation and Refund Policy: All cancellations must be in writing and submitted not later than 20 March 2010. A fee of \$50 will be deducted from all refunds. All payments are final. No conversions to SF 182s will be accepte

Spaces are limited, so register early! Please send your completed registration to:

SOLE - The International Society of Logistics, 8100 Professional Place, Suite 111, Hyattsville, MD 20785-2229 • FAX 301-459-8446 or call 301-459-8446 for registration by phone/questions

Analysis Paralysis Cont'd from Page 6

Certainly it's possible to enjoy the process of analysis without falling into the Analysis Process Paralysis trap. Nevertheless, Analysis Process Paralysis feeds on a fascination with analytical techniques. And it is abetted by an array of technology tools that can crunch vast amounts of data, create dazzling displays, and induce a degree of sensory exhilaration on par with that of slot machines and video games. Like all specialists, data analysts do best what they do most. It's called experience, and it is invaluable. But also like all specialists, data analysts are inclined to do most what they do best—and that's where problems can arise.

Some managers may be willing to work around those who fit that description, assuming their history for getting results outweighs any personal eccentricities. Unacceptable are the few (we would hope) whose narrow view of their role causes them to be less concerned with garbage in/ garbage out than they are with the time spent between in and out. Those fitting that description are apt to rely on others to ask the right questions and feed them the data they need to do their thing. Questions regarding the source, integrity, or completeness of the data may not concern them as much as it should. Their job, as they see it, is to work with the data they are given.

Analysis Paralysis

Ultimately, the responsibility for avoiding Analysis Process Paralysis rests on the shoulders of the affected decision makers. After all, perpetrators of Analysis Process Paralysis aren't likely to recognize it as a problem in the first place. Decision makers should also be aware of their contribution to Analysis Process Paralysis—in particular, the role that risk aversion and indecisiveness on their part plays in fostering this condition.

This discussion brings us to the following suggestions for dealing with Analysis Process Paralysis:

- **Expectation Clarification:** Clarify in your own mind the questions you would like to have answered as a result of analysis and clearly communicate this to all who are involved in the analysis process.
- **Stop Signs and Checkpoints:** Set realistic, unambiguous deadlines for obtaining results from the analysis process also request status and preliminary results when protracted analysis is unavoidable.
- **Sociable Troglodyte:** Don't allow the data analyst to become a recluse—clarify the data analyst's role and contribution as an active, engaged team member; broaden this individual's perspective on the scope of the analysis process.

The Reluctant Risk Takers

Fear of failure can be a compelling force for doing nothing or doing a lot of something that amounts to nothing. Both are paralytic and non-productive in their own way. More often than not, the "something" in the "something that amounts to nothing" is overwrought analysis. And it is instigated at the behest of the decision maker who either commissions it or condones it under the guise of not wanting to short-circuit of the analysis process

In recent years, much has been said and written about risk aversion—the problems it can cause, how to measure it, and the psychological makeup of the individuals who suffer from it. But regardless of circumstances and individual differences, there is a common impulse that often compels those who are risk-averse to seek more from analysis than analysis is able to give—namely, the elimination of uncertainty. While analysis may yield information that's helpful in accommodating uncertainty, it can't eliminate it. Such is the fate of any endeavor that involves future events. Nevertheless, when the stakes are high, many decision makers seek solace in extensive analysis in the hope that it will eliminate the uncertainty associated with their actions and decisions. This is the basis for the descriptive label Risk Uncertainty Paralysis that is applied to the second analysis paralysis condition.

The distinction between uncertainty and the probability that a particular risk event will occur is a subtle but important one. The probability that a risk event will occur can often be estimated from historical results, controlled experiments, or an aggregation of expert opinions. It is frequently expressed as a single number, such as an index on a scale of one to 10 or a decimal percentage value from zero to 1.0. By contrast, uncertainty is neither measurable nor quantifiable—a fact that can be distressing to decision makers who seek absolutes or those who use probabilities in calculations to establish risk mitigation priorities. It is the root of the fear that makes some reluctant to take risks that have an extremely low likelihood of occurring but will have serious consequences if they do. In addition to influencing the confidence in risk probability in risk- consequence

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Greater Hampton Roads Chapter
SOLE – The International Society of Logistics
Chapter Business Meeting Minutes



Date: Monday, January 15, 2010

Meeting Convened: 5:30 PM

Attendees:

- Charles Littleton, Chapter Chairman
- Carl Lilieberg, Admin Vice Chairman
- Rick Treto, Vice Chairman Treasurer
- * Akalanka Warusavitharana, CPL,
- Lee Morris, CPL, Education Vice Chairman

The following subjects were discussed at this meeting:

- Minutes of the last Business Meeting were read and discussed.
- Rick Treto gave the group an update on the Chapter's financial position with expenditures and receipts for the last thirty days
- We then discussed new business, focusing first on our near term Chapter Calendar. Carl Lilieberg noted he was liaising with Mr. Russell Held of the Virginia Port Authority who has agreed to be our guest speaker at our February Monthly meeting. Other scheduled monthly meetings are a NASA speaker on Space Shuttle Refurbishment in March (Charlie Littleton is assigned to coordinating), a tour of Norfolk DLA facilities on the Naval Operating Base in April (Brandon Cholek is the lead) and a May meeting with Mr. Steve Carmel of Maersk Lines, Ltd. (Carl is coordinating this meeting which was originally planned last April but had to be cancelled because of Hurricane Ida.
- A discussion of the need to initiate renewed information series passing on details of SOLE's Designated Logistician Program and CPL Program began with a decision tabled for Lee Morris and Akalanka Warusavitharana to explore ideals to carry it out.
- Charlie Littleton then spoke on the plan for Carl Lilieberg and him to work on Chapter Documentation (passage of all electronic files and folders on past proceedings and reports, etc.).
- Rick Treto volunteered to lead an inventory of our Chapter equipment.
- Then we discussed the progress to date for the coming District 2 Professional Development Forum with Charlie highlighting the fact that there is still a need for more room monitors. He outlined how the chapter will bring computers, projectors and we all agreed to purchase a new computer screen for our chapter which will allow us to offer it for the PDF in March. Charlie noted that room monitors will get a reduced PDF registration fee and still get course completion's for workshops they service.
- With no more new business a motion to close the proceedings was seconded and the meeting closed at 6:35 PM.

Analysis Paralysis Cont'd from Page 11

assessments. Even if the decision maker has a clear understanding of the near-term consequences of a particular risk event, the long-term consequences may be confounded by factors that no one can predict. What's more, uncertainty may even enter the picture when the manager is trying to identify the risk factors in the first place. After all, there is always the possibility a critical risk factor will be completely overlooked. Considering the multitude of ways uncertainty can influence the accuracy of risk assessments, it's understandable why the fear of uncertainty can have a paralyzing effect on the project, program, or mission—giving rise to extensive analysis in the hope that the numbers, if tortured long enough, will confess to something that will allay the decision maker's fear of the unknown.

Treating Risk Uncertainty Paralysis is a moot point if it is never acknowledged as a problem in the first place. For obvious reasons, few decision makers will likely admit they are guilty of it. But it could also be the case that they simply don't recognize it for what it is. This might suggest that the onus for identifying and treating the problem will fall on the shoulders of a higher-level decision maker—the Churchill, so to speak, who is concerned with bigger issues. On the other hand, prudent decision makers will often request and consider the advice of their trusted lieutenants, perhaps avoiding the need for any intervention from above.

This brings us to the following suggestions for dealing with Risk Uncertainty Paralysis:

- **Certainty of Uncertainty:** Pay attention to the degree that uncertainty influences the accuracy of estimates of risk probability and risk consequences—especially how it influences your confidence in and willingness (or reluctance) to act on these estimates.
- **Bandwidth of Fog:** Rather than single-point estimates of risk probability and risk consequences, consult with others to come up with feasible range estimates for each of these, then account for the range of possibilities in your risk mitigation scenarios.
- **Brainwidth Expansion:** Seek the opinion of others; ask those you trust for their candid appraisal of what, if anything, can be learned from further analysis to reduce uncertainty.

The Option Seekers The age-old bromide that says “the more we learn, the less we know” has a role in contributing to the condition that can be identified as Decision Precision Paralysis. As one set of options is explored, questions and possibilities emerge that give rise to additional options that come with their own set of questions and possibilities. And so the cycle continues, if allowed to do so.

Once the Decision Precision Paralysis cycle is under way, it can be hard to break out of it. While it is often justified on the basis of exploring all the options, there is seldom time to fully explore all of the available options. Furthermore, there is no way of knowing if all of the options have been identified in the first place—fueling a quest to reduce uncertainty, thus blurring the line between Decision Precision Paralysis and Risk Uncertainty Paralysis. The decision maker knows that choices involve tradeoffs. Still, when the stakes are high, the fear of making a bad choice can stymie the decision to make a decision. Rather than trust their experience and intuition and then act on the best-available information—as they must do at some point—decision makers will often turn to further analysis or exploration in the hope of making precisely the right decision. But gold plating an important decision through continuous refinement can be even more crippling to a project, program, or mission than the more familiar gold plating of which designers and developers are often guilty.

Another factor that can throw the decision process into a loop is a condition called “choice overload”—the feeling of being overwhelmed from having more options to choose from than there is time available for evaluating them all. As Barry Schwartz points out in his book, *The Paradox of Choice: Why More is Less*, we all like the idea of having choices, but beyond some point, having too many choices becomes an impediment to clear thinking. Furthermore, it's easy to see how decision gold plating can feed choice overload—and vice-versa—creating a kind of negative synergy between the two. It is also true that what often passes for information overload is actually choice overload.

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Analysis Paralysis Cont'd from Page 13

It would seem that experience is the best antidote to Decision Precision Paralysis. After all, experience is arguably the greatest asset a decision maker has to rely on when it comes to difficult choices, especially in time-critical situations. But experience can also be an impediment when the clock is slowed down and there is time to reflect on prior decisions that resulted in untoward consequences. The “experience demon” in our head may also dredge up an incident from the distant past when disaster occurred following a chain of relatively minor decisions. The economist Alfred E. Kahn characterized such a sequence as the “tyranny of small decisions.” It is a condition that can give rise to disproportionate concern for even small decisions.

Drawing on these observations, we can begin to think about solutions for dealing with the Decision Precision Paralysis problem. Here are three possibilities:

- **Fast and Frugal Decisions:** Identify two to four discriminating criteria that will allow you to quickly pare down a list of options rather than attempting to weigh, score, and compare every option—and hone this skill through practice.
- **Think Strategically:** Consider the costs versus the benefits of delaying a critical decision in order to prolong the evaluation of options.
- **Wise Up:** When evaluating options, run the numbers but also trust your intuition—it is the silent voice of experience that adds wisdom to information.

We may never know at what point in his life Churchill came to believe that an obsession with perfection is tantamount to paralysis. Churchill's fellow countryman, poet T.S. Eliot, might have had something to do with it when he penned the following lines for a 1934 poem titled “The Rock”:

*Where is the wisdom we have lost in knowledge?
Where is the knowledge we have lost in information?*

Perhaps answers to those important but difficult questions will begin to emerge once the analysis paralysis label is stripped of its terminological inexactitude

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Logistical Quotations: (reprinted from the www Logistics Clearinghouse Virtual Logistics Library: on line)

Logistics...in the broadest sense, the three big M's of warfare--material, movement, and maintenance. If international politics is 'the art of the possible,' and war is its instrument, logistics is the art of defining and extending the possible. It provides the substance that physically permits an army to live and move and have its being. - James A. Huston, *The Sinews of War: Army Logistics 1775-1953*, 1966

Experience has taught me that manufacturers are now as necessary to our independence as to our comfort. - Thomas Jefferson

Sea Basing: Logistical Implications for the U. S. Army. (Cont.;'d from Page 5)

those requirements in mind. Additionally, as outlined in the 2006 *Quadrennial Defense Review Report*, “we have set about making US forces more agile and more expeditionary. We also have been adjusting the US global military force posture, making long overdue adjustments to US basing by moving away from a static defense in obsolete Cold War garrisons, and placing emphasis on the ability to surge quickly to trouble spots across the globe.”¹

In terms of projecting Joint forces, supporting agility and flexibility in unpredictable environments, sea basing is one of our most important future concepts. According to Admiral Vern Clark, sea basing provides enhanced operational independence and support for Joint forces through networked, mobile, and secure sovereign platforms operating in the maritime domain. Additionally, Admiral Clark contends that sea basing is one of three “powerful warfighting capabilities” of the Sea Power 21 strategy which “will ensure our Joint force dominates the unified battlespace of the 21st century.”² This article will provide an overview of the Joint sea basing concept, define and describe sea basing, provide a Navy, Marine, Air Force, and Army perspective on sea basing, and analyze the logistical implications of sea basing for the Army from the strategic, operational, and sustainment perspectives. The Army must be an active and equal participant in the research and development of the Joint sea basing concept. In terms of priorities, the Army must focus on the development of enabling systems and capabilities to support limited deployment of Army forces, primarily Army special forces and Air Assault, and especially Joint sustainment. Moreover, the Army should continue to strongly support efforts to develop Joint logistics connector systems, both materiel handling and information management.

Future Operating Environment

The end of the Cold War era provides for many new opportunities, as well as many new challenges for our military forces. “Future security environments will become increasingly complicated through changing international relationships, increased acts of terrorism, the expanded influence of nonstate actors, and the proliferation of weapons of mass destruction. As the United States’ security strategy for the 21st century continues to evolve, our nation remains committed to its global responsibilities to ensure national security through peace, prosperity, and freedom.” from the battlefields of the 20th century. The change in operating environment comes from three areas—significant advances in military technology, interconnected economic and industrial systems with an increased dependence on the Internet as a business and administrative tool, and the increased power of nonstate actors. Advances in military technology since the 1991 Gulf War have changed the way the Services fight. The powerful capabilities found in the combination of command and control in netcentric connected battlespace, satellite-based navigation and communication systems, smart weapon systems, and unmanned, remote intelligence, surveillance, and reconnaissance allow military forces to operate in ways unknown to the commanders of the 1980s. Interconnected economic and industrial systems and an increased dependence on the Internet have significantly changed the operating environment for our military. Today, even a discussion of military exercises or military action by the US can have an impact on current and future markets. Finally, the emergence of increasingly powerful nonstate actors represents a challenge for the US military. Given the unconventional and asymmetric threat that nonstate actors represent, our Services are reviewing their doctrine and adapting the way they are organized and the way they fight.

Background on the Sea Basing Initiative

The sea basing concept was first formally addressed by the 31st Commandant of the Marine Corps, General Charles C. Krulak, in the capstone Marine Corps concept paper *Operational Maneuver from the Sea*. While discussing some of the benefits of the training and equipment provided by the *Operational Maneuver from the Sea* concept, General Krulak noted that “sea basing will free Marines from the need to set up facilities ashore prior to devoting their full energies to relief efforts. Improvements in ship-to-objective mobility will allow help to be delivered directly to areas where it is needed most, including places far from ports and airfields. The highly accurate and rapidly responsive weapons on board the ships of the naval expeditionary force—weapons that can be quickly employed to support Marines on the ground—will allow a landing party to present a less threatening appearance while not depriving it of a powerful means of protection.”⁴ The Marine Corps continued to lead with sea basing concept development and professional discussion through the mid-1990s. Sea basing is discussed as one of three important future capabilities in *Maritime Prepositioning Force 2010 and Beyond*.⁵ Additionally, a more comprehensive discussion and analysis is provided in *Sea-Based Logistics*.⁶

(To be Continued in our March 2010 Issue)