



Trust and Influence in the Information Age: Operational Requirements for Network Centric Warfare

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The views expressed in this paper are those of the author and do not reflect the official policy or position of the Department of Defense of the U.S. Government.



The Issue: How Can Leaders Prepare for the Information Age RMA?

- ❑ **The Information Age Drives a Revolution in Military Affairs (RMA)**
 - Information technology (IT) increases access, amount, and speed of information and information flow
 - This leads to changes in how we live, work, play, and fight
- ❑ **The Information Age is Also Empowering Our Enemies**
 - Conflicts come in all levels from enforcing sanctions and capturing terrorists, to full-scale theater operations and nuclear war
 - The Military requires agile and adaptable command and control structures to deal with the uncertainties of new threats
- ❑ **What to Expect From the Information RMA**
 - Decision Makers will be Younger
 - Organizational Standing Becomes Less Relevant
 - Lower Ranking People Will Have More Power
 - Innovative Projects will Surface without Certification

Are Leaders Prepared for the New Capabilities?



Overview

Background

- ❑ The Computer Technology Timeline and The CommTech Model

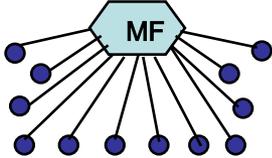
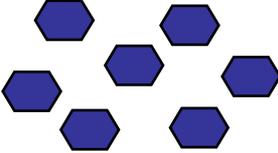
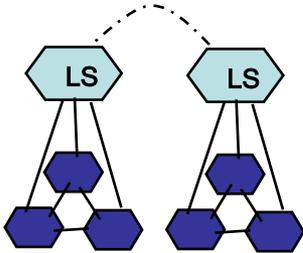
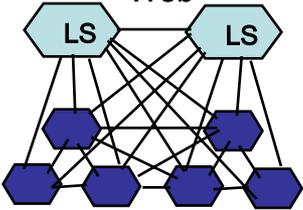
Capitalizing on the 21st Century Network Organization

- ❑ Influence as a Leadership Strategy
 - ❑ Building Operational Trust
 - ❑ Fostering Network Enterprises
-



Background

The Communications Technology Timeline

Timeline	1970s	1980s	1990s	2000s
Computer Technology	Mainframe + terminals 	Personal Computers (PCs) 	LAN of PCs 	Internet and Intranets, DSL, Access to the Web 
Characteristics	Few actual "thinkers" Queued processes Long timelines	Isolated decision-making, No connectivity	Integration & synergy within local networks Weak external connections	Peer-to-peer relationships Easy access Exponential capability
Military Organization, Force Structure, and Decision Making	Centralized, slow, few decision-makers per capita (lots of troops)	Complete push to decentralization, empowerment, can't work together	Federated but connected at central points, Those top central points not well connected to other top centralized points	Decentralized DM at individual level. Shared information. Multiple redundant paths for information sharing.

Note: Computer Programs = Decision-Makers in the Communications Technology Domain

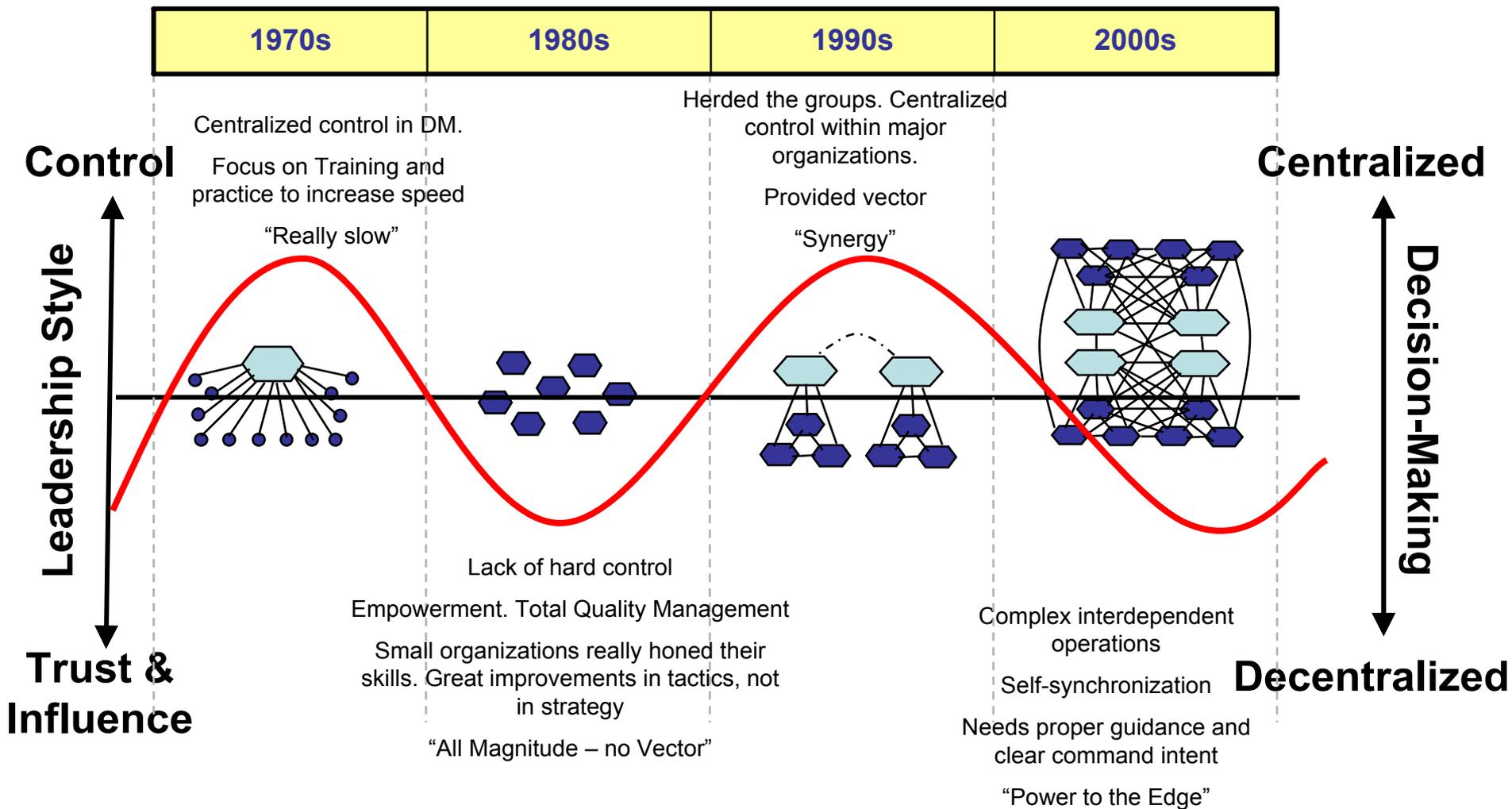
MF = Mainframe
 LS = LAN server

LAN = Local Area Network
 DSL = Digital Subscriber Line



Background

The CommTech Model





Capitalizing on the 21st Century Networked Organization

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Influence as a Leadership Strategy

- Leaders Must Create the Vector**
 - Capabilities come from the bottom up (Magnitude)
 - Leaders must provide the direction
 - Communicate a Clear Consistent Message**
 - Commit to the vision daily
 - Instill Ethics in Decision-Making**
 - The new generation of soldiers will not just follow orders, they will make decisions
 - Shift to a Mentor Mindset**
 - Turn “Iron Majors” into “Golden Majors”**
 - Have them sell your story to the troops
 - Encourage Innovation**
 - Give subordinates the means and authority to find solutions to their problems
 - Encourage Crossflow**
 - Military stovepipes aren't the problem, it is the lack of venting between them that causes problems
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Influence as a Leadership Strategy

☐ Influence Techniques – Specific Tools for Soft Power

- Start Early
 - Provide a Reason
 - Build a Cohesive Team
 - Gain Commitment
 - Benefit from Reciprocity
 - Appearance Builds Respect
 - Choose the Technique to Fit within Context
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Building Operational Trust

- ❑ Trust is a bet that entities which you cannot control will meet expectations that are favorable to your cause**
- ❑ Operational Trust is the aggregate trust required from every person and earned from every entity to accomplish a mission or endeavor**

**Network Centric Warfare Relies On Interdependency
For Its Success**

Interdependency Requires A Level Of Operational Trust



Three Steps to Increasing Operational Trust

Step 1. Determining the Need to Trust: *Do I have to make a bet?*

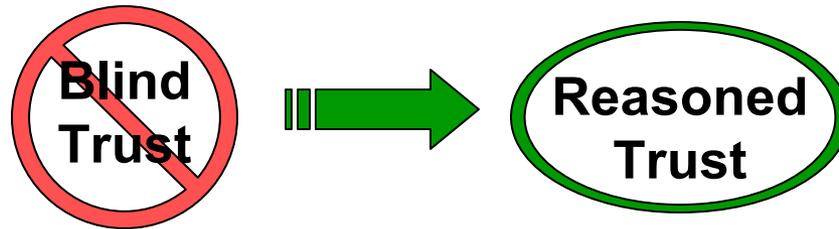
- Importance of my task
- Necessity of dependency
- Amount of Dependency

Step 2. Assessing the Risk: *What are the stakes of the bet?*

RISK MATRIX	Probability of Occurrence				
		Highly Unlikely	Not Likely	Likely	Highly Likely
Severity of Negative Consequences	Minor	Green	Green	Green	Yellow
	Major	Green	Yellow	Yellow	Red
	Catastrophic	Yellow	Red	Red	Red



Three Steps to Increasing Operational Trust (cont)



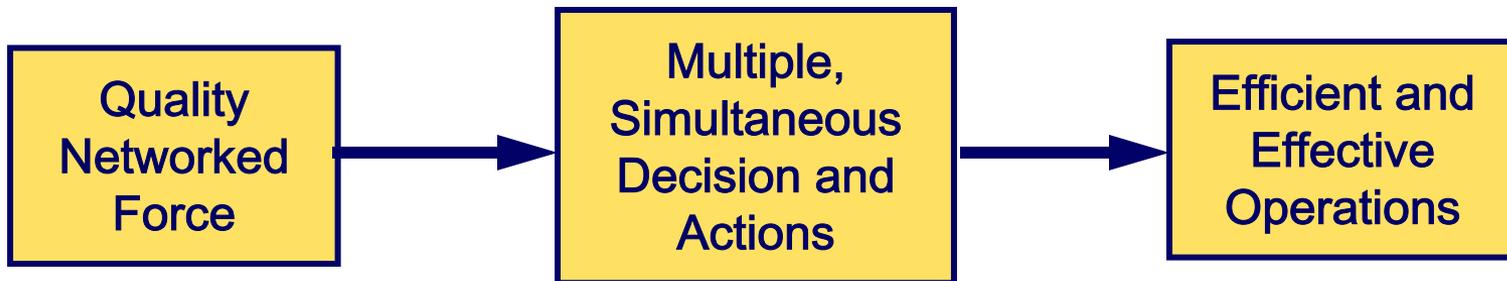
Step 3. Changing the Odds: *Can I make a safer bet?*

- Increased Situational Awareness (SA)
 - Real-time Verification
 - Verification Afterwards
 - Rules / Roles / ROE
 - Amount of Control
 - Past Experience with Trustee
 - Indirect Reputation
 - Common Cause / Objective / Priority
 - Likelihood of Future Interactions
-



Fostering Network Enterprises

- Get the Technology Down to the Lowest Levels**
- Build Multiple Paths for Reliable Communications**
- Create Joint Mission Capability Packages**
- Cultivate a Dedicated Infrastructure Force**
- Simplify the Process for Innovation**
- Visit the Squadron Bar**





Conclusion

- The Information RMA will Lead to Decentralized Decision-Making and a Greater Need for Trust and Influence**
 - Leaders Must Create the Vector**
 - Decisions Based on Reasoned Trust will Increase Efficiency and Effectiveness in Operations**
 - Foster Network Capabilities to Improve Performance at all Levels**
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Questions???

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