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Cohesion in a Multinational Coalition Center

Brooke Schaab, Ph.D.  
U.S. Army Research Institute  
for the Behavioral and Social Sciences

1502 Olde Mill Creek Drive  
Suffolk, VA 23434  
757 203-3306  
Brooke.Schaab@US.ARMY.MIL

## ABSTRACT

Military officers from Canada, Denmark, Finland, France, Germany, Israel, Japan, Poland, Singapore, South Korea, Sweden and the United Kingdom formed a Regional Command Center during three, two-week trials of an experiment. Participants were administered a ten-item survey that examined cohesion three times during each two-week trial, on days 1, 5, and 8. One item consistently fell below “agree” on a 7-point Likert scale. Participants did not agree that: *As a team we feel that we are very similar*. Diversity of opinions and experiences were valued according to respondents and commanders who received products from this team. All of the remaining nine items fell within the agree-to-strongly agree area. Highest agreement was found on items addressing the importance of liking each other and socialize with other team members. A strong, positive correlation was found between these 4 items (Pearson ranging from  $r = .74$  to  $r = .87$ ). A strong, positive correlation (Pearson  $r = .85$ ,  $p < .05$ ) was found between: *As a team, we enjoyed the task* and *As a team, we felt that the task was meaningful*. These findings suggest how a successful multinational team forms and functions. Participants took the time to get to know their coalition partners, with a particular emphasis in gaining an understanding of their military role and comparing how these roles functioned in different countries. Diverse opinions were valued which led to innovative solutions to assigned tasks.