The role of sensemaking in the Command-ISTAR relationship

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01 Introduction

- Relationship between Command and Intelligence, Surveillance, Target Acquisition & Reconnaissance (ISTAR) remains critically important as UK adopts a Comprehensive Approach and Effects Based Approach to military operations
- Purpose of Intelligence is decision support to the Command process
- Purpose of Command-ISTAR relationship is to enable decision support to be provided
  - Problem-solving
- Intelligence Cycle (Direction, Collection, Processing & Dissemination) concerns the efficient throughput of Intelligence Requirements (IRs)
  - Assumes IRs can always be provided by the Commander

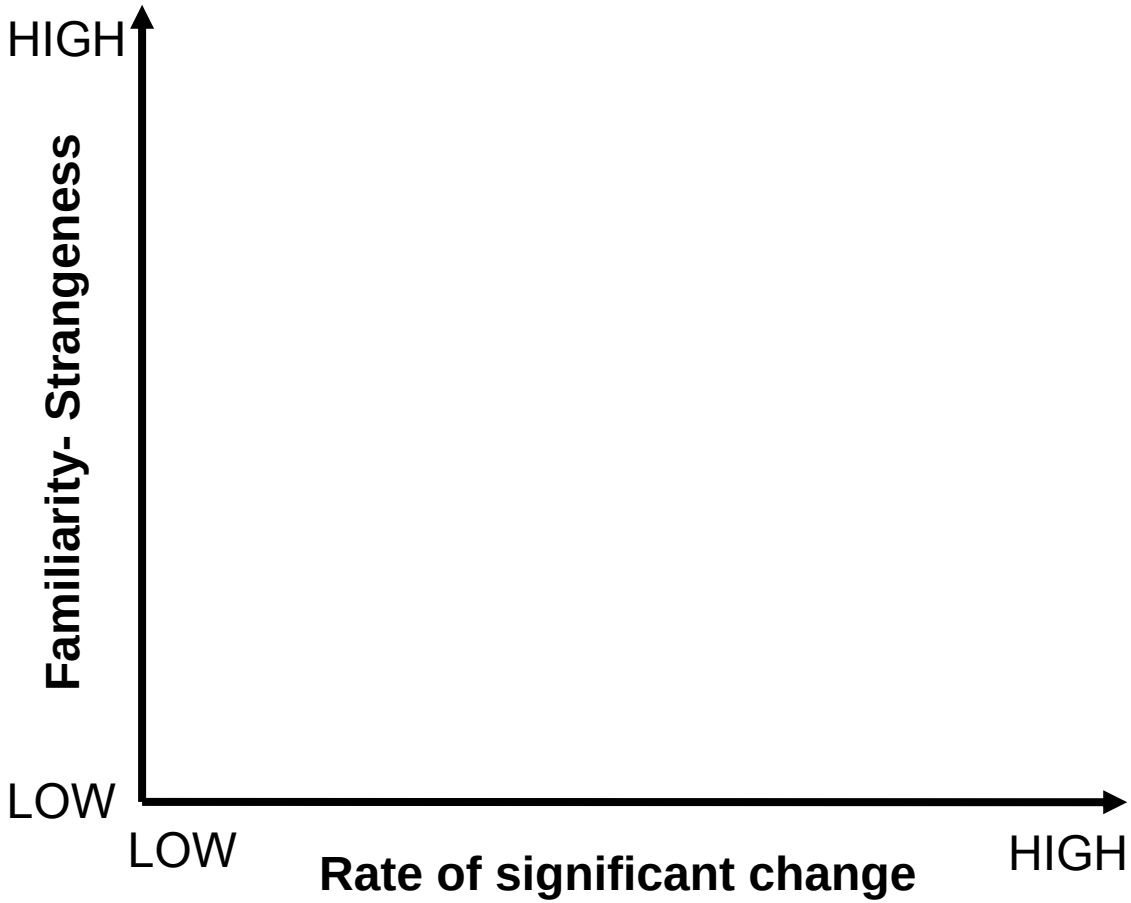
01 Introduction

- In highly complex environments, Commanders may not always be able to frame their Intelligence & Information (i2) needs as IRs
- Sensemaking research describes a type of problem-solving behaviour appropriate to such environments
  - It also describes problem-solving behaviour appropriate to less complex environments – and we recognise such behaviour in current military organisations
- The Command-ISTAR relationship must support both types of sensemaking behaviour
  - Implications for organisational structures, process and tools will be discussed

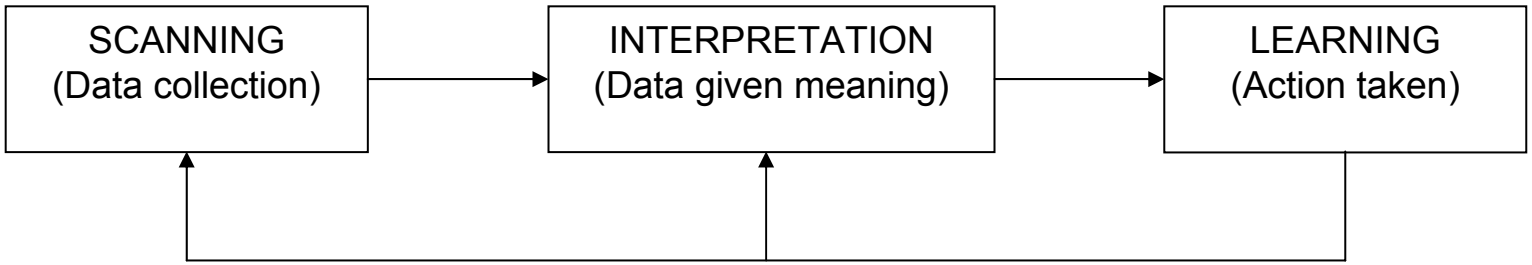
02 Command-ISTAR Relationship

- Based on interactions between 2 Communities of Interest (CoI):
  - Command & Consumer Community
  - ISTAR Community
- 3rd CoI (Action Community) important in *supporting* the Command-ISTAR relationship
- Typical Consumers
  - Plans
  - Operations
  - Force Protection
  - Targeting

03 Operational Landscape



04 Sensemaking



- Sensemaking seeks to explain how organisations learn about their environment through ongoing interplay between action and interpretation
- Interpretation includes
  - Construction/maintenance of 'frames of reference'
  - Comprehension of environmental stimuli within those frames
- Sensemaking ≠ gaining Situation Awareness (where's the situation?)

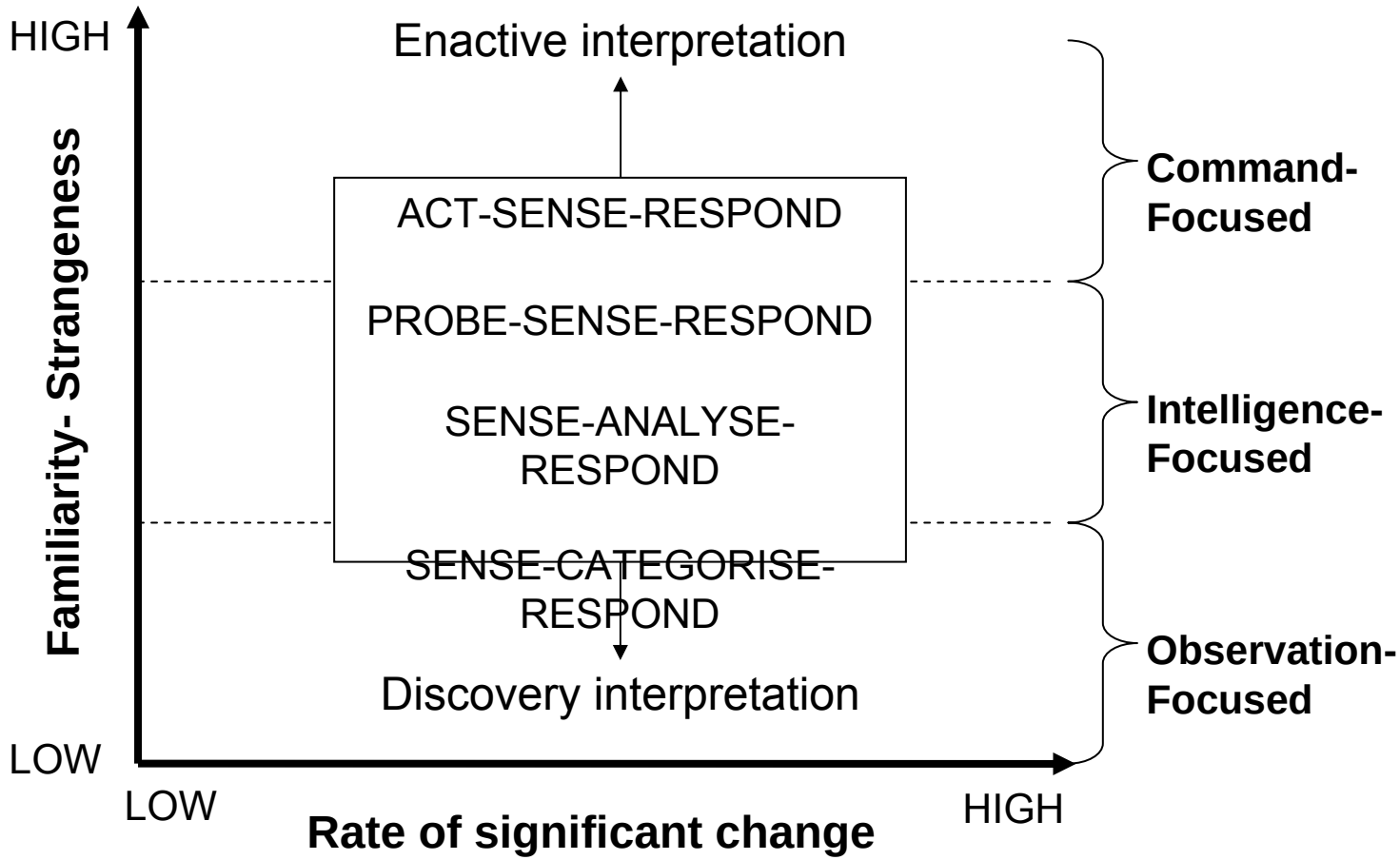
04 Cynefin framework

Environment	Cause-and-effect	Concepts, methods, tools	Sensemaking approach
KNOWN	Cause and effect relations repeatable, perceivable and predictable	Legitimate best practice Standard operating procedures Process reengineering	Sense-Categorise-Respond
KNOWABLE	Cause and effect separated over time and space	Analytical / reductionist Scenario planning Systems thinking	Sense-Analyse-Respond
COMPLEX	Cause and effect are only coherent in retrospect and do not repeat	Pattern management Perspective filters Complex adaptive systems	Probe-Sense-Respond
CHAOTIC	No cause and effect relationships perceivable	Stability-focused intervention Enactment tools Crisis management	Act-Sense-Respond

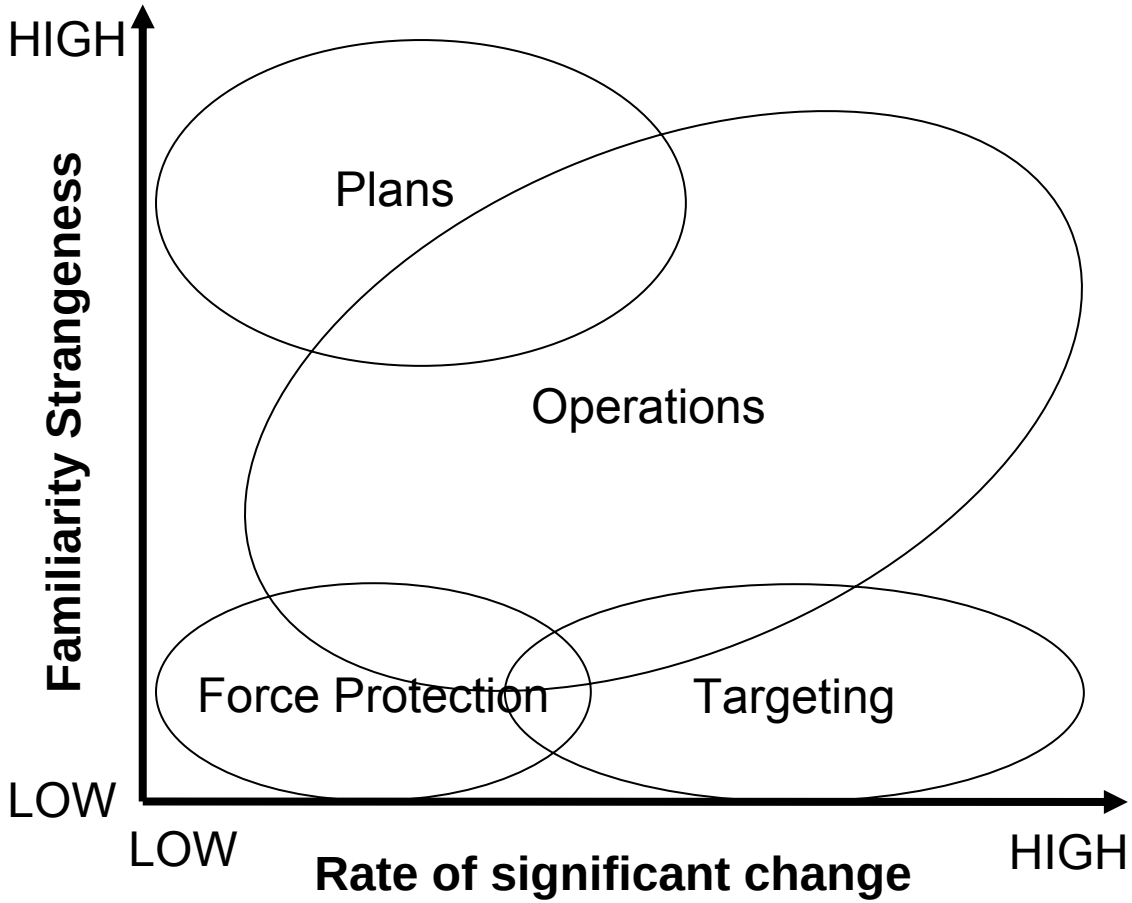
04 Daft & Weick's model of organisations as interpretation systems

ENACTING	DISCOVERING
Scanning characteristics 1.data sources: external, personal 2.acquisition: no department, irregular reports and feedback from environment, selective information Interpretation process 1.some equivocality reduction 2.moderate rules & cycles Strategy & decision-making 1.strategy: prospector 2.decision process: incremental trial & error	Scanning characteristics 1.data sources: internal, impersonal 2.acquisition: separate departments, special studies and reports, extensive information Interpretation process 1.little equivocality reduction 2.many rules, moderate cycles Strategy & decision-making 1.strategy: analyser 2.decision process: systems analysis, computation

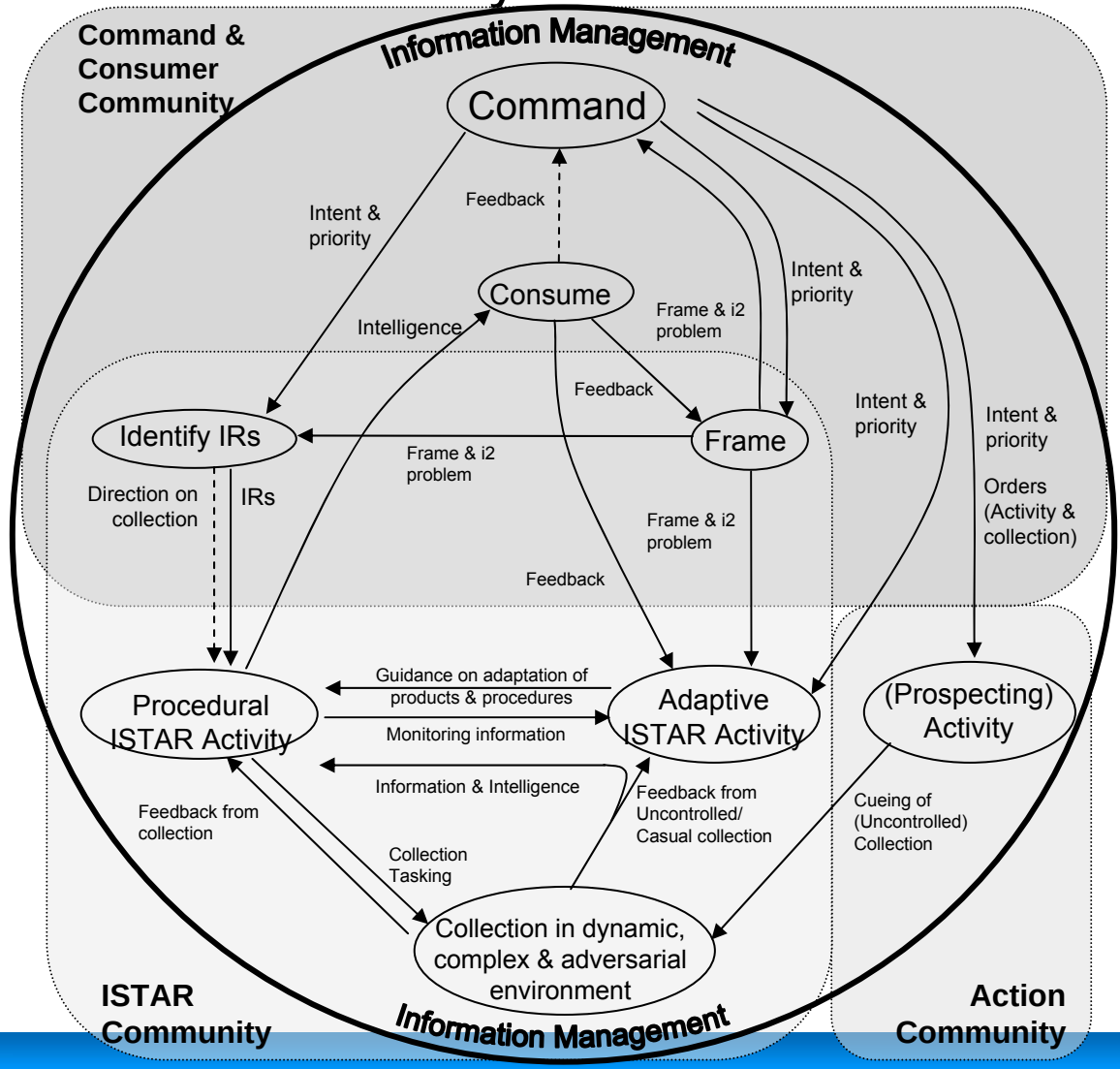
05 Sensemaking landscape



05 ISTAR Consumers & Sensemaking Landscape



06 Command-ISTAR Activity Model



07 Summary of Key Arguments

- Command-ISTAR relationship concerned with problem-solving
- Characterised by sensemaking behaviour
  - Enactment in more complex environments
  - Discovery in less complex environments
- Enactment and discovery must be supported concurrently
- Framing activity must be supported by organisation, process and tools
- 'Shaking the tree' demands prospecting activity
  - greater reliance on non-traditional ISTAR
- Procedure alone cannot address i2 needs for all Commanders/Consumers in all types of Operation
  - Adaptive ISTAR must adjust products and procedures accordingly

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