

U.S. Army Research Institute for the Behavioral and Social Sciences



Cohesion in a Multinational Coalition Center

Brooke Schaab, Ph.D.

U.S. Joint Forces Command-Joint Experimentation

115 Lake View Parkway

Suffolk, VA 23435

757 203-3306

Brooke.Schaab@US.ARMY.MIL



Paper presented at the 12th ICCRTS



Challenges

- Coalition operations are becoming the norm for military actions (Bensahel, 2003).
- Differences in goals, policies and procedures, and values can present challenges to forming a cohesive team.



Denmark



Finland



France



Canada



Germany



United States



Hungary



United Kingdom



Israel



Singapore



Japan



South Korea



Sweden



Poland



Urban Resolve

Coalition Center



Coalition Center-Task 1

Task 1: UN Transition Plan

Considered 3 COAs:

1. Pure peace keeping force focused on everything but security
2. Robust force that could support both security and other missions
3. Force that would incorporate some (but not all) JTF capability and execute both security and other missions.

CC advised choosing # 1 because

1. UN could probably not muster enough support to execute option 2
2. Any US involvement in the force would taint their “neutrality” (perceived as JTF in blue helmets)



Setting

- Three 2-week trials spaced a month apart
- Survey administered via computer three times during each two-week Trial, on days 1, 5, and 8
- Asked which, if any, of the previous trials they attended and how many of the participants they knew prior to the trial.



Measures

- **Interpersonal cohesiveness.**

Interpersonal cohesiveness was measured using Craig and Kelly's (1999) five-item survey

- **Task cohesiveness:** Task cohesiveness was measured using Craig and Kelly's (1999) five-item survey



Interpersonal Cohesion Survey

S1. As a team we currently like each other.

S2. My team members and I expect to like each other in the future.

S3. As a team we believe that it is important that the team members get along.

S4. As a team we feel that we are very similar.

S5. My team members and I feel that it is very important to socialize during the session.



Task Cohesion Survey

S1. My team members and I were engaged in the task.

S2. As a team, we enjoyed the task.

S3. My team members and I agree that it is important to do well on the task.

S4. As a team, we felt that the task was meaningful.

S5. My team members and I expect that there will be benefits from our team's performance.

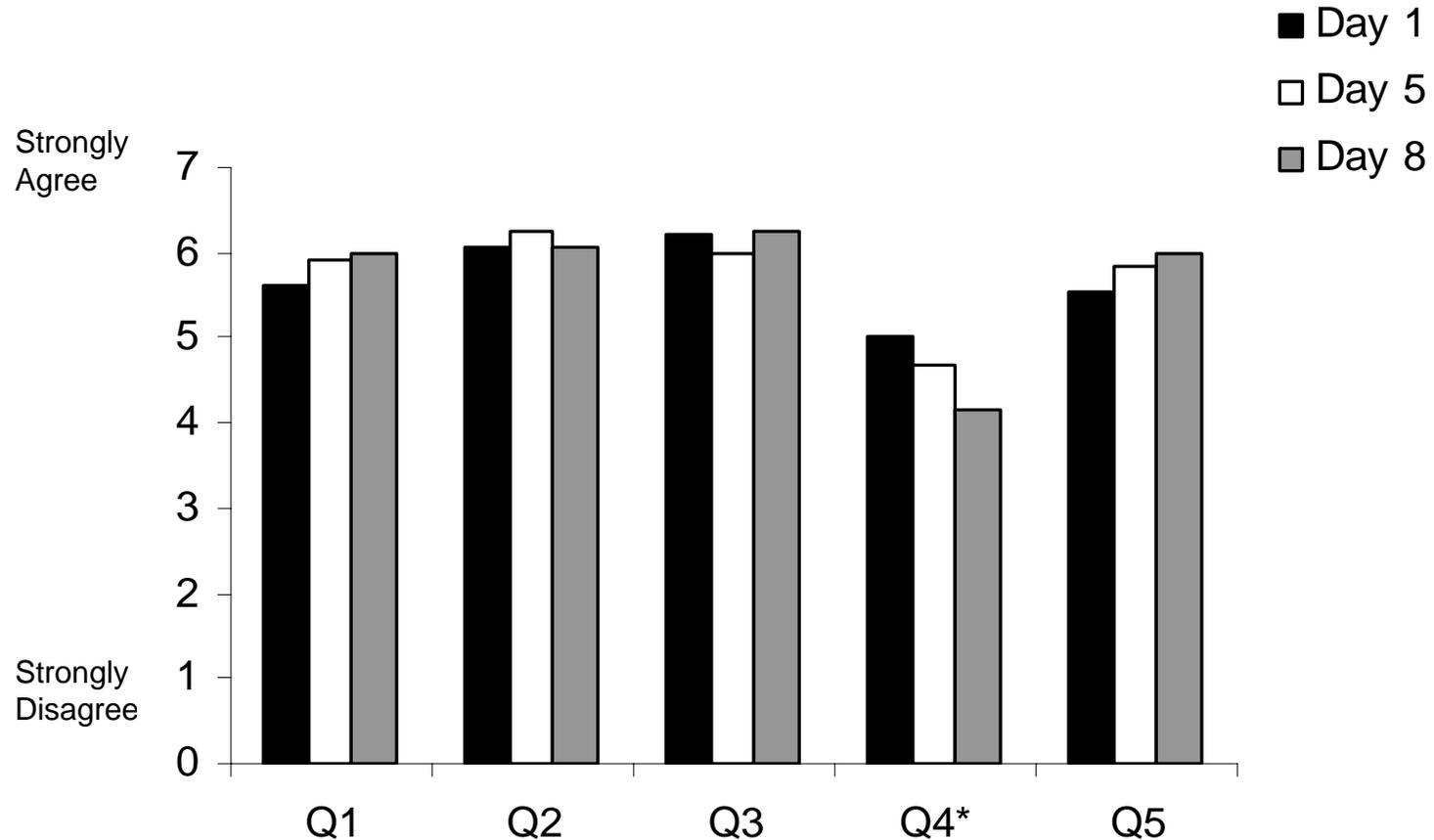


Findings-Trial 1

- No difference in cohesion ratings if knew each other or not
- No difference in cohesion ratings if worked together or not



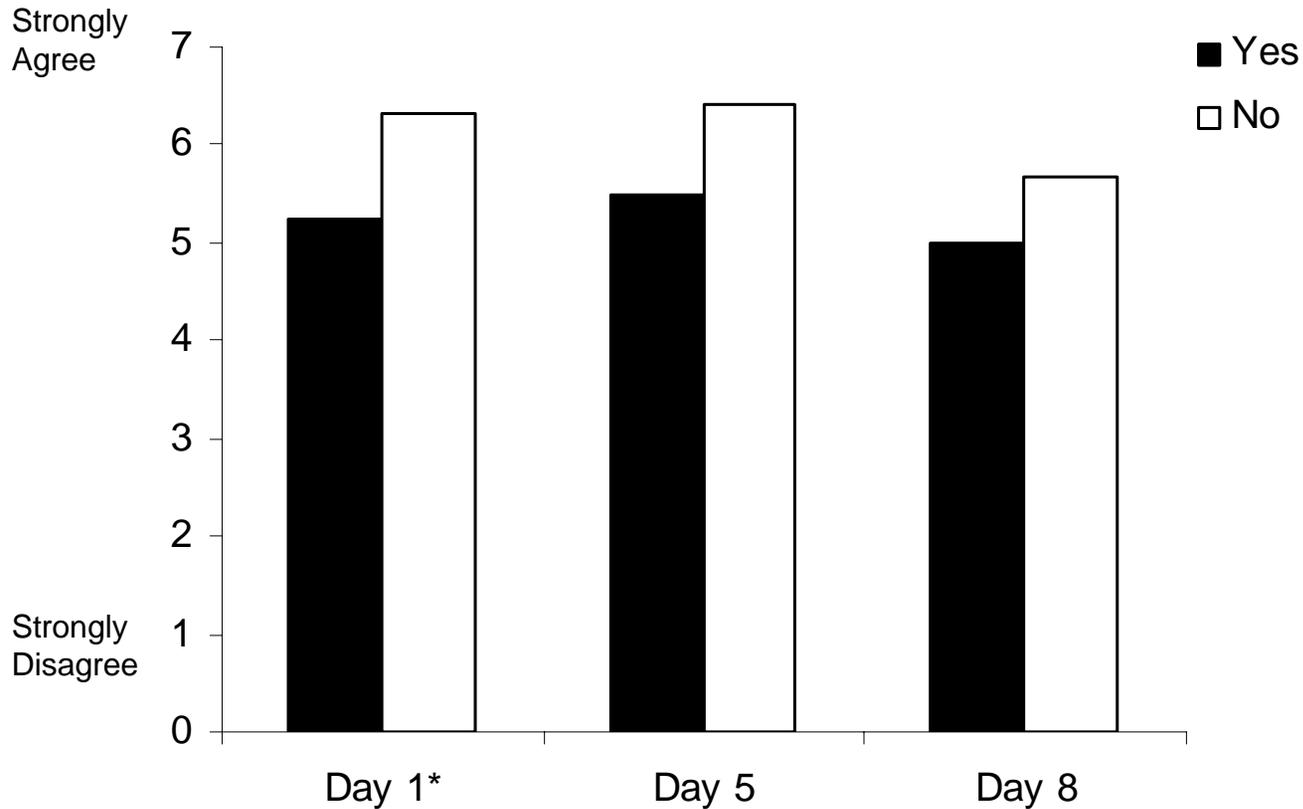
Trial 1: Interpersonal Cohesion



Q4: *As a team we feel that we are very similar.*



Trial 2: Interpersonal Cohesion

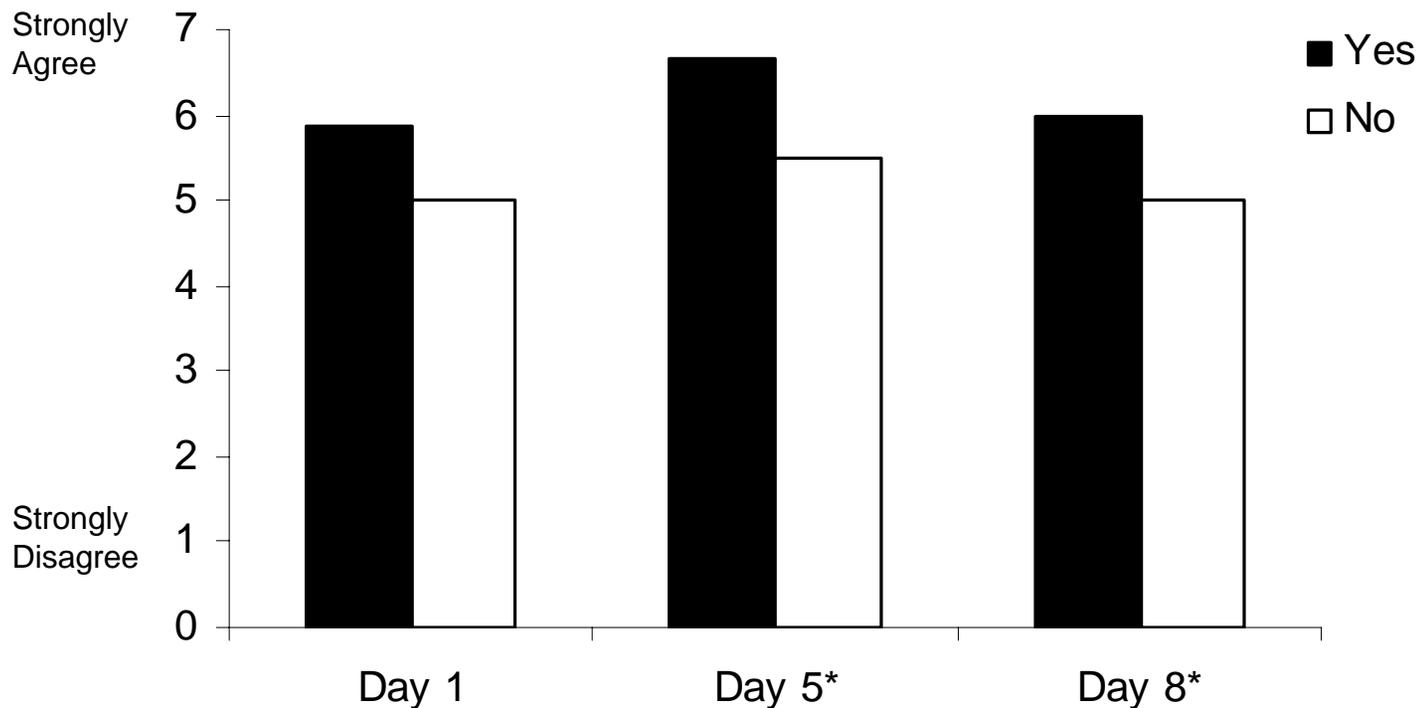


Participant in Trial 1: Yes or No

As a team we currently like each other.



Trial 2: Task Cohesion

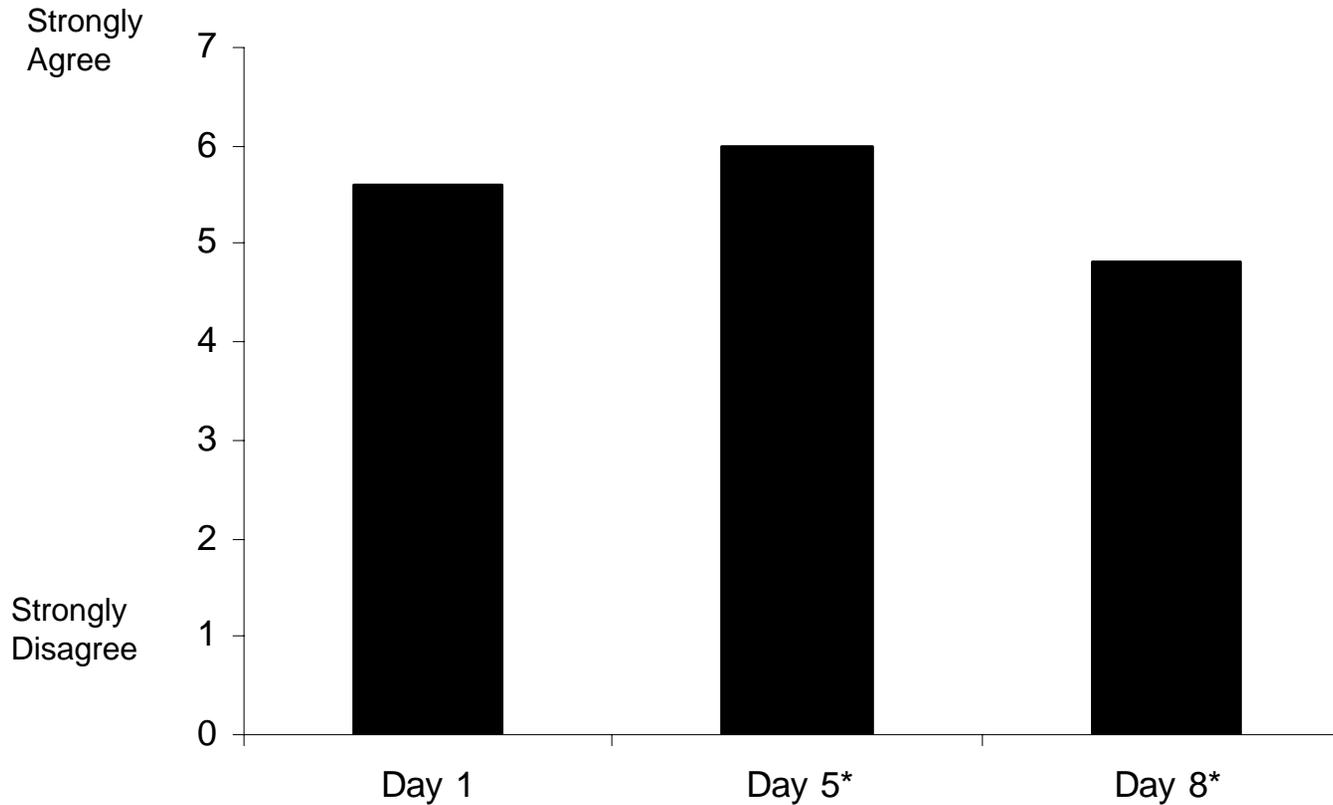


Participated in Trial 1: Yes or No

My team members and I expect that there will be benefits from our team's performance.



Trial 2: Task Cohesion



As a team, we felt that the task was meaningful.



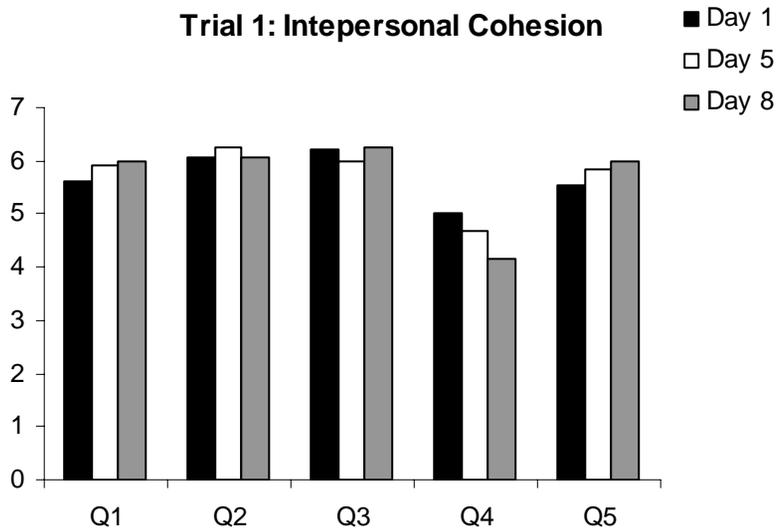
Trial 3: Cohesion

Nothing significant

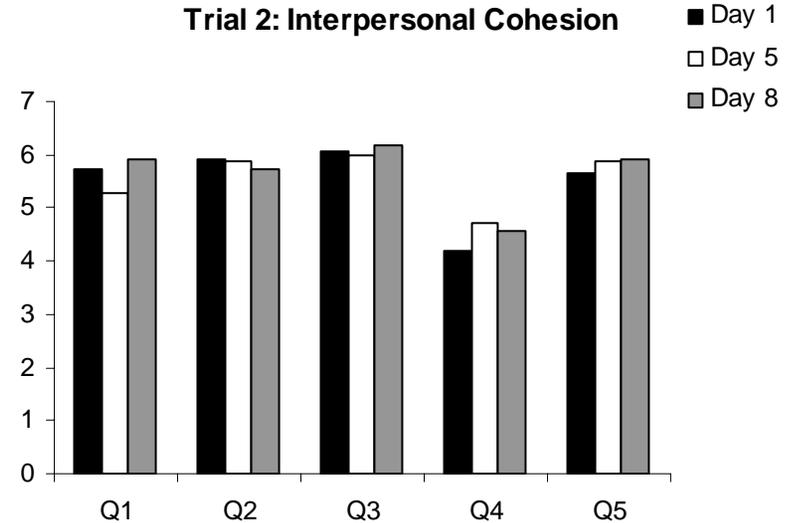


All Trials: Interpersonal Cohesion

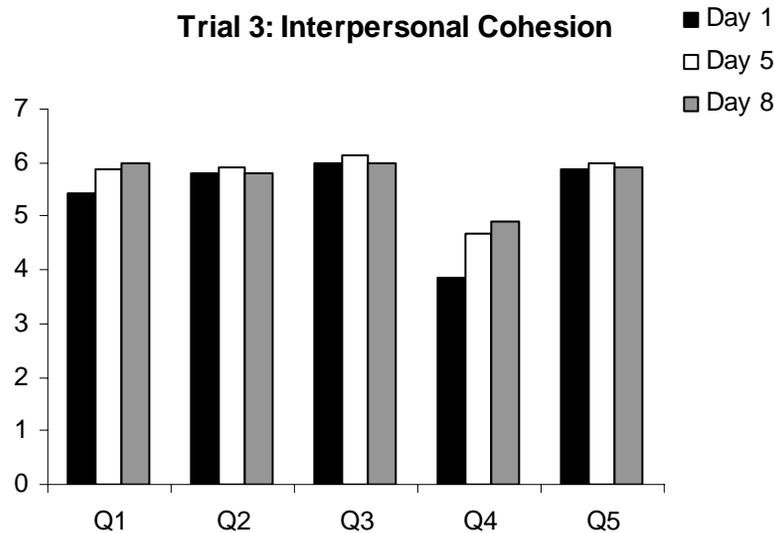
Trial 1: Intepersonal Cohesion



Trial 2: Interpersonal Cohesion



Trial 3: Interpersonal Cohesion

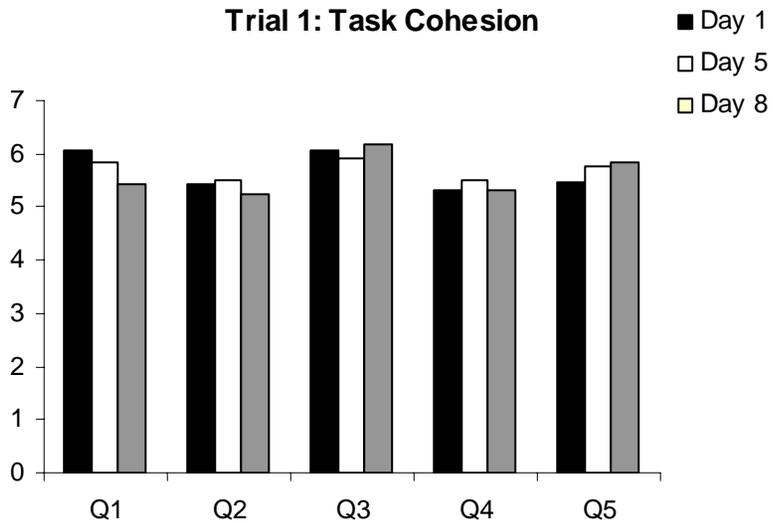


Q4: *As a team, we feel that we are very similar.*

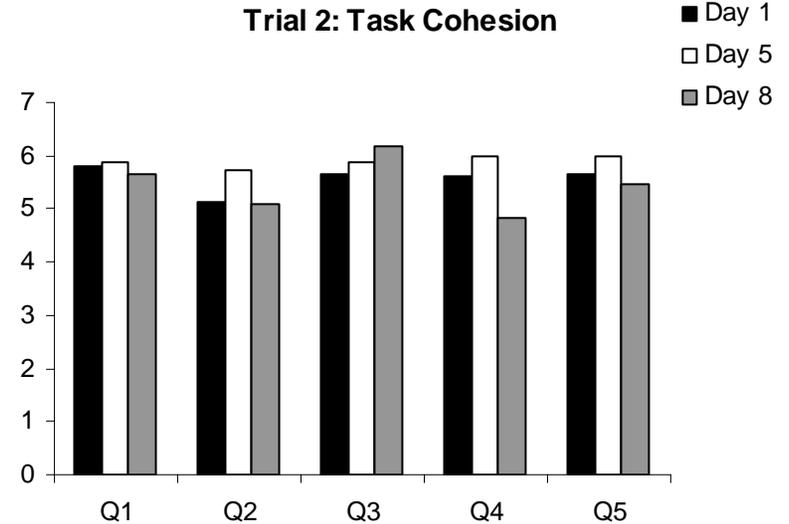


All Trials: Task Cohesion

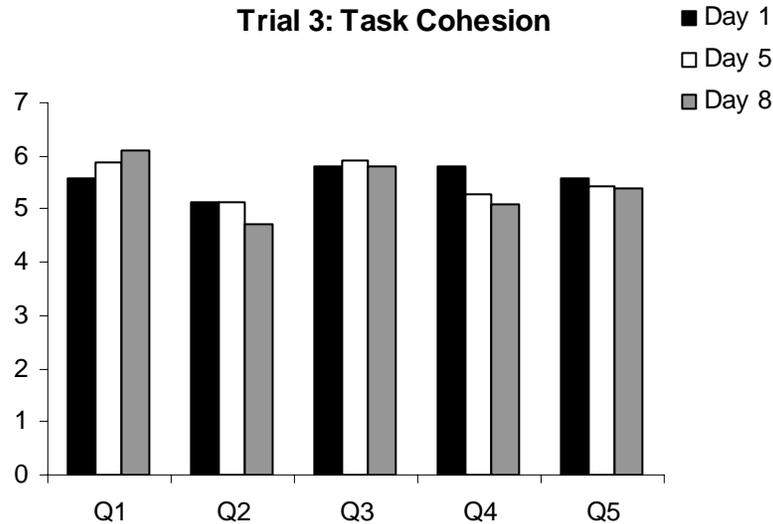
Trial 1: Task Cohesion



Trial 2: Task Cohesion



Trial 3: Task Cohesion





Conclusions

Cohesion ratings did not increase over the three trials.

Cohesion ratings began high and remained high.



Subjective Observations

Participants appeared sensitive to the challenges of working in a foreign country and using a second language.

- Encouraged speaking slowly and NO acronyms
- Spent the first hour sharing military background
- Encouraged social interactions after hours



Lessons Learned

Efficiency and adaptability to address complex issues through flexible internal business rules and organization.

Attention from senior mentors and their support of innovative thinking of Multinational partners.

Diverse opinion are valued and encouraged.