

12th ICCRTS

The Web of Inclusion in Command and Control: The Standing Joint Force Headquarters and Military Transformation

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Organizational Track

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The Information Age

- Toffler, Bell and Drucker - Society redefined by major shift in technology to Information Age, leading to major shift in organizations
- Helgesen proposes Web of Inclusion to emphasize organizations more web-like in structure and inclusive in their operations.
- Transformation shaped by increasing range, depth, portability and ubiquity of the capacity to leverage robust information, technologies.
- Toffler's Powershift- Power moves from the top to the bottom and from the center to the periphery.

- Bell's post-industrial society
- Toffler's knowledge society
 - knowledge—not land, access to capital, ownership of advanced tools or hierarchical status—determines the viability of organizations in the post-industrial environment.
 - leads to inherent instability
- Promotes diversity and democratization
- Can also be applied to military organizations

A NEW ARCHITECTURE FOR BUILDING
GREAT ORGANIZATIONS



THE WEB OF INCLUSION



SALLY HELGESEN

Author of The Power Agreement

Helgesen's *The Web of Inclusion*

- Based initially on studies of women's leadership
- Women sought to lead their organizations from the center rather than the top
- Vested decision-making in those on the front lines or at the periphery
- A coordinated unit of concentric circles rather than a hierarchy of precisely articulated levels
- Periphery in these organizations perceived as permeable
- Fostered direct communication among constituents, rather than communication up and down a chain of command.

- Web-like organizations draw strategic advantage from informal power structures
- Four kinds of power: expertise, connections, personal authority, or position.
- Hierarchies favor positional power, webs favor the power of connections
- Web leaders in military pursue integration, decentralization, access, listening and continuous learning, are adept problem-solvers in a world of volatility, uncertainty, complexity and ambiguity—VUCA
- Hierarchical leaders in military pursue compartmentalization, centralization, protective firewalls and codified procedures, miss key signals in operational environment
- Alberts' and Hayes' "Power to the Edge"

DoD and the Information Age

- United States military has long been adapting to the Information age and been at the forefront of information technology
- From DARPA to day-to-day operations
- Military sees fast changing world related to Info Age, transnational threats as requiring a robust response
- Globalization and the GWOT
- Radical Islam, the “Long War” and 4th Generation Warfare
- The military-technology link began in the 1970s with the advent of “Revolution in Military Affairs”
- RMA morphed into “Military Transformation”

Transformation

- "As president, I will begin an immediate, comprehensive review of our military – the structure of its forces, the state of its strategy, the priorities of its procurement – conducted by a leadership team under the Secretary of Defense. I will give the Secretary a broad mandate – to challenge the status quo and envision a new architecture of American defense for decades to come. ."

- Candidate George W. Bush, Sept. 1999

- "...a revolution in military affairs is about more than building new high tech weapons... It's also about new ways of thinking and new ways of fighting. Preparing for the future will require us to think differently and develop the kinds of forces and capabilities that can adapt quickly to new challenges and to unexpected circumstances."

- Defense Secretary Rumsfeld, Jan. 2002

USJFCOM – Transformation Engine

- Joint Vision 2010
 - “the conceptual template for how American Armed Forces will channel ... innovation of its people and leverage technological opportunities to achieve new levels of effectiveness in joint warfighting.
 - Full Spectrum Dominance through the application of *new operational concepts within a joint framework of doctrine and programs.*”
 - “must carefully examine the traditional criteria governing span of control and organizational layers of the Services, commands and Defense agencies. We will need organizations and processes that are agile enough to exploit emerging technologies and respond to diverse threats and enemy capabilities.”

Standing Joint Force Headquarters



SJFHQ & 21ST Century C2

- SJFHQ is the result of joint experimentation process established by JCS at U.S. Joint Forces Command (USJFCOM), created in 1999 from Atlantic Command
- Response to Goldwater-Nichols Act to bring about a Joint Armed Forces.
- JFCOM designated as center for transformation concept development and experimentation.
- CJCS orders JFCOM to conduct Millennium Challenge 2002, to develop SJFHQ –and for the GCCs to each have one by FY 2005
- MCO2 followed Rapid Decisive Operations (RDO) Analytical Wargame of 2000 and Unified Vision 2001 (UV01)

- RDO focused on agility at the operational level
- Based on the Adaptive Command and Control Concept (AJC2) White Paper emphasizing the importance of establishing a standing, trained and ready C2 element prior to the establishment of a Joint Task Force (JTF)
- Focused on importance of operational level and of the Joint Task Force as implementer
- SJFHQ became means to more quickly stand up a JTF.

Joint Command and Control Capability

4 Feb 05
SecDef Memo



QDR: Joint Command and Control Execution Roadmap

UCP 04



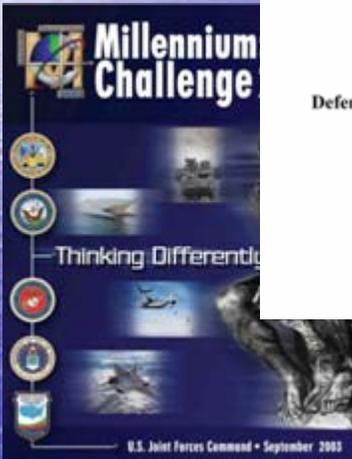
SPG
2006-2011



DPG
2004-2009

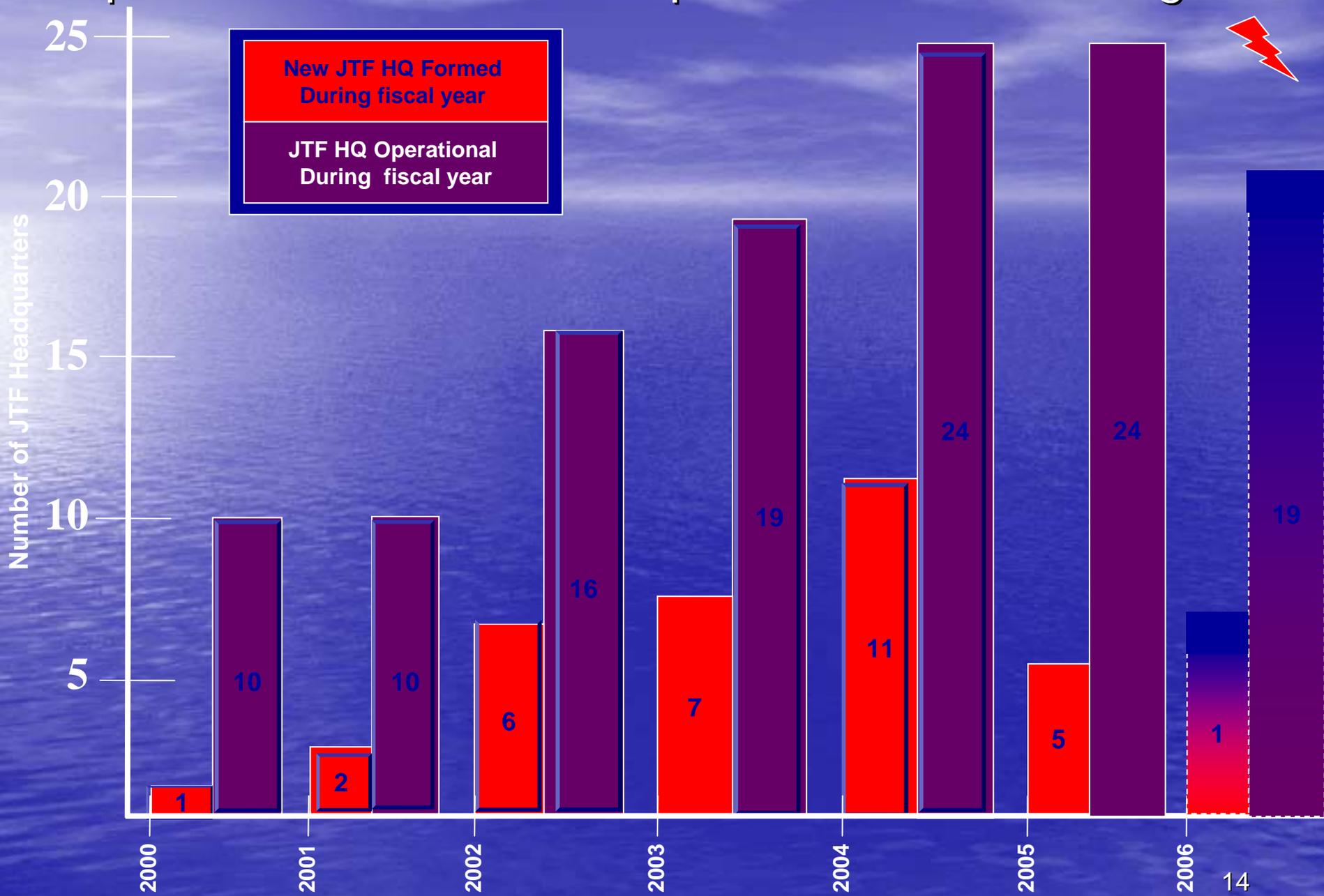


CJCS Directive

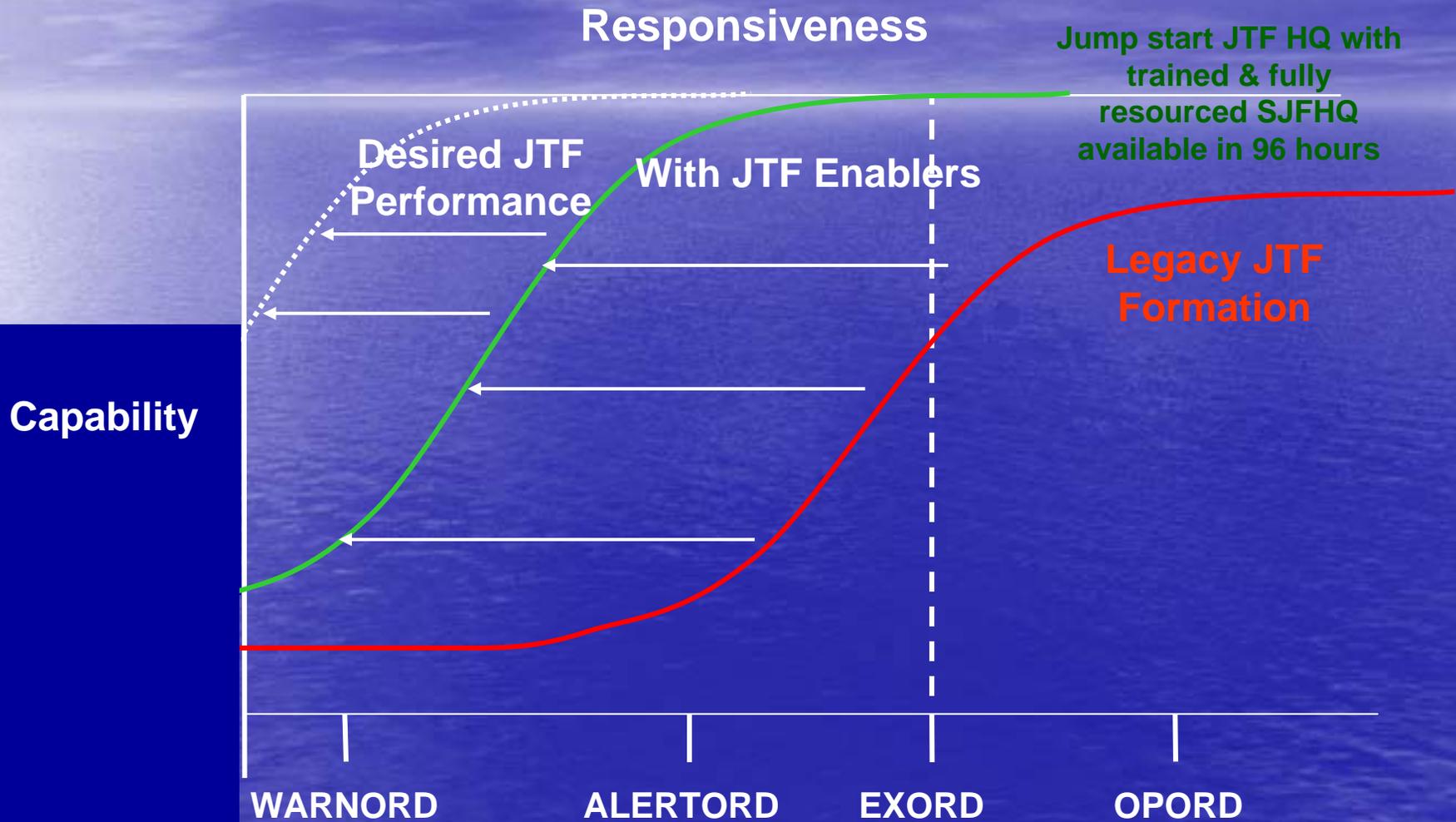


Guidance to Improve JTF HQ Joint Capabilities

Requirements for JTF Headquarters are Increasing



Historical JTF Stand-ups



SJFHQ(CE) Employment Options

Military Engagement,
Security Cooperation, &
Deterrence

Crisis Response Contingencies

Major
Operations and
Campaigns

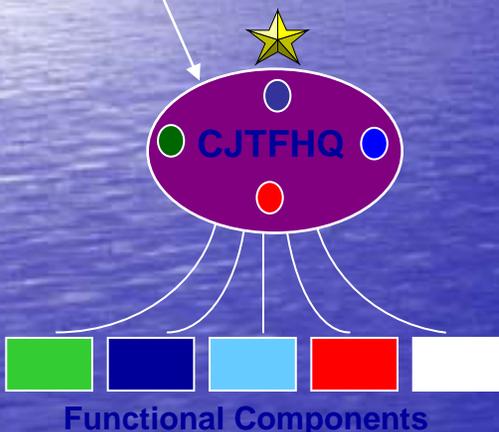
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II



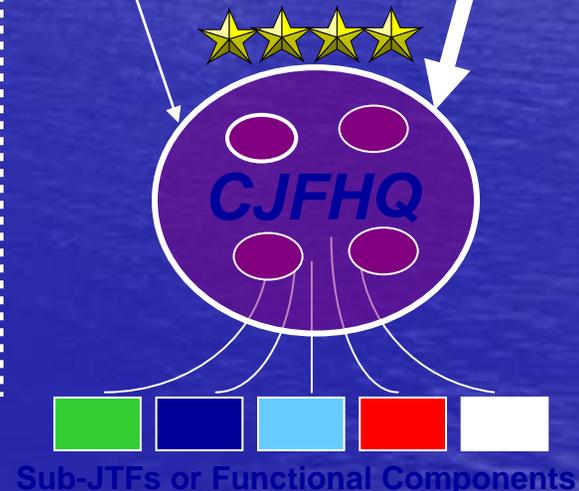
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JTF HQ
Built around
SJFHQ



JTF HQ
Built around
Service HQ



COCOM HQ is
operational level HQ

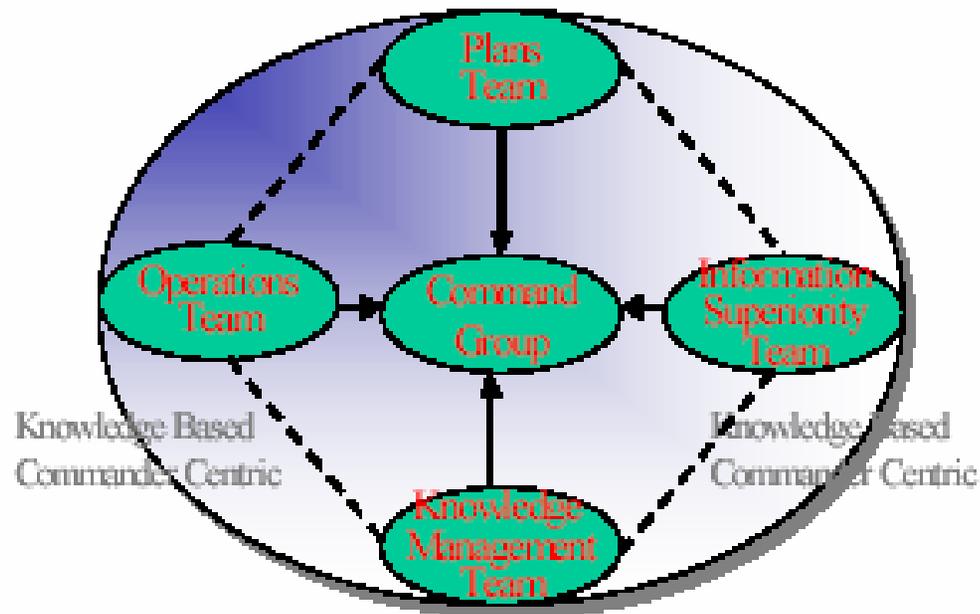
Essentials For JFCOM's Military Transformation

- Jointness
- Work at the operational level
- A systems perspective on the operational environment
- An effects-based approach to joint planning and operations
- A collaborative information environment
- Expanded partnering through the interagency and multinational communities – JIACG, MNEs
- Not about high tech, but processes, organization and procedures drawing heavily on lessons learned, while leveraging commercially available IT
- Focus is on linking actions closely to objectives and effects, based on information superiority and getting the job done as quickly as possible.

SJFHQ Elements

- A 57 person joint command and control core element plus a system of systems analysis (SoSA) cell of 6 analysts.
- Core element prepared for immediate deployment (72 hours) to a GCC or JTF
- Trained in effects-based approach to joint planning and operations
- Supported by an operational net assessment (ONA) of the focus area based on a SoSA analysis
- Works through a robust CIE
- Trained to work within an interagency, multinational environment – through centers of excellence and JIACGs

Standing Joint Force Headquarters Organization
Cross-Functional Teams



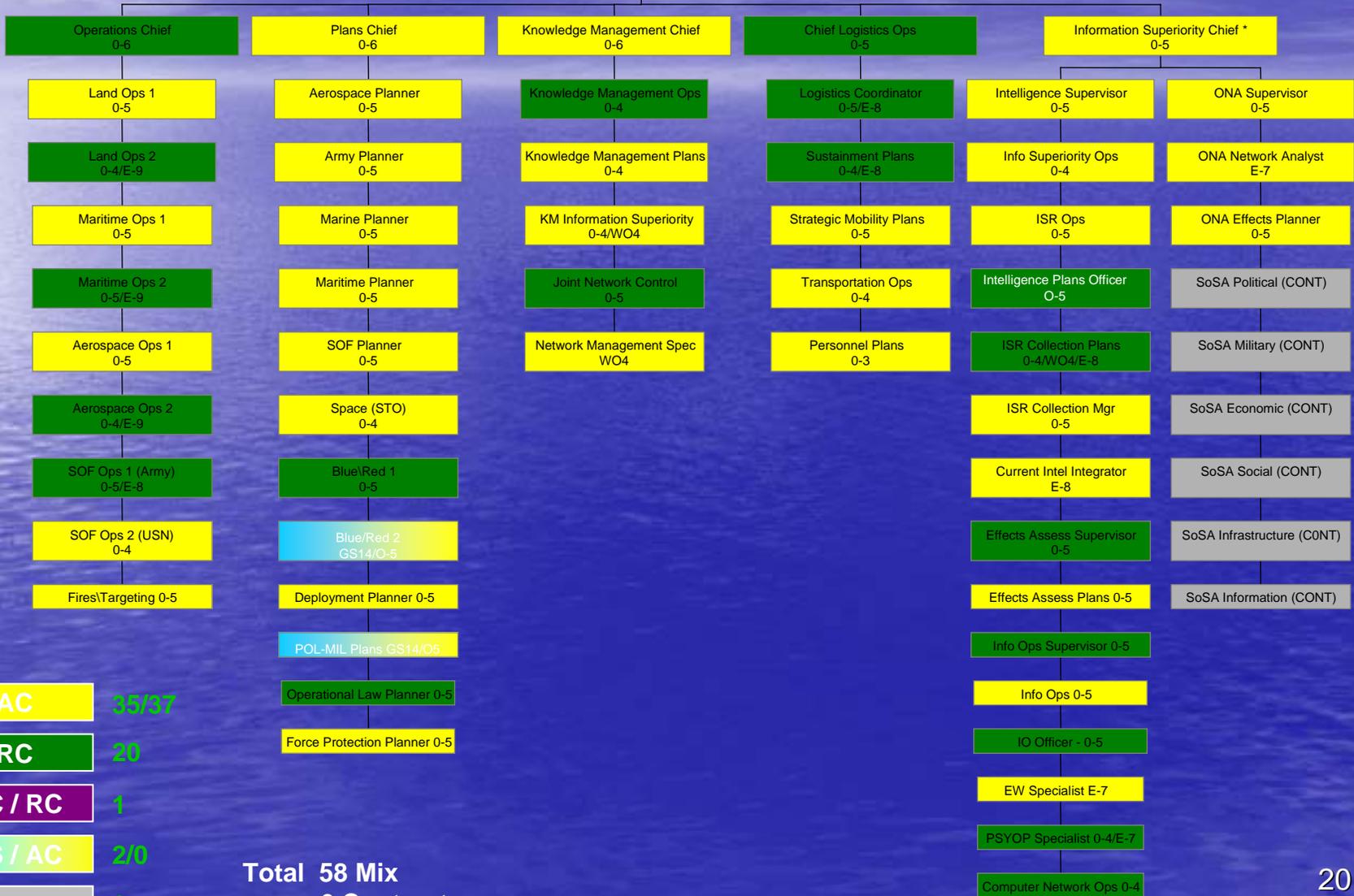
SJFHQ(CE)

SJFHQ Director / Commander
0-7/ROT

Chief of Staff (0-6/ROT)

Deputy COS 0-6

Administrative Support Coordinator E7



AC 35/37

RC 20

AC / RC 1

GS / AC 2/0

Contractor 6

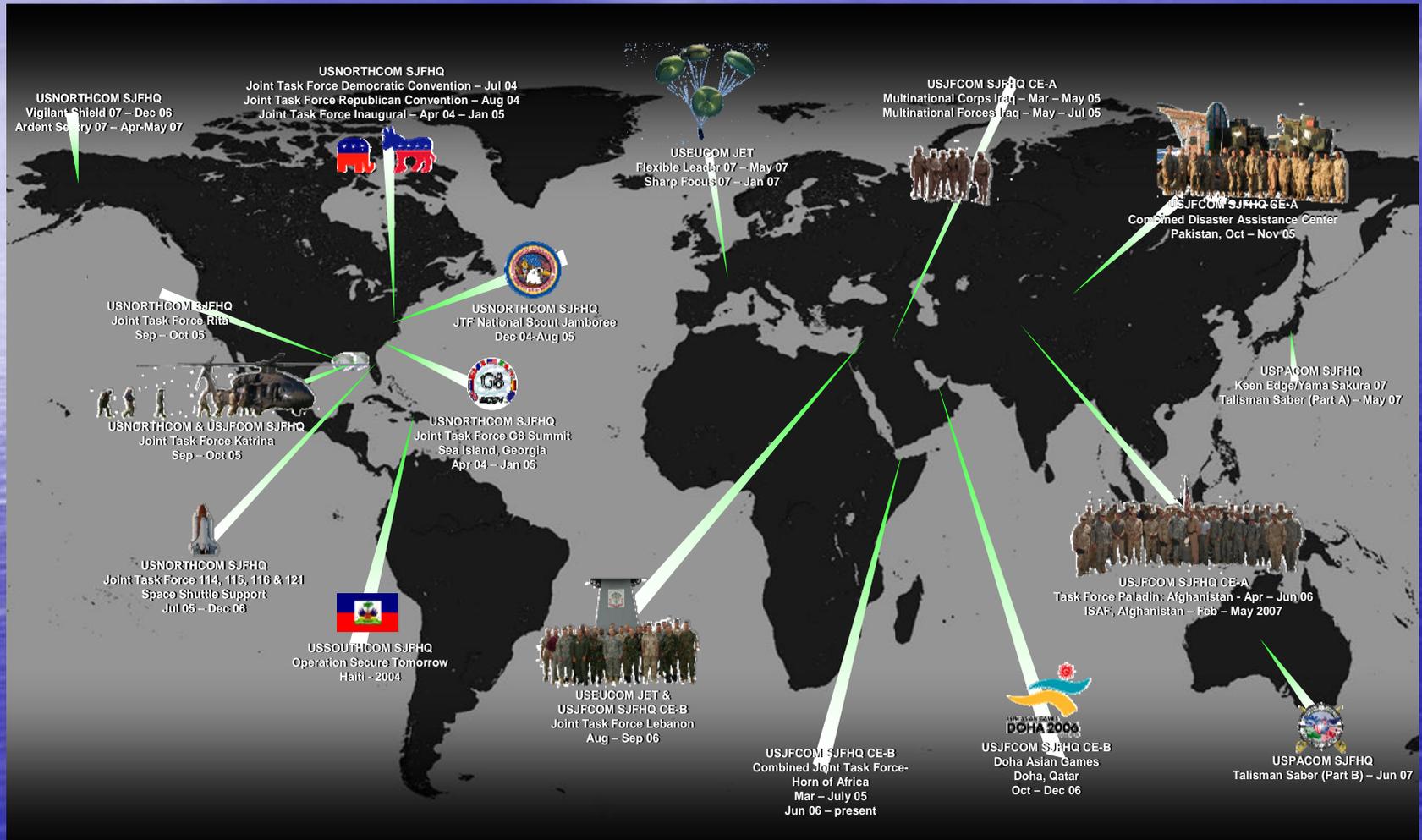
Total 58 Mix
6 Contractor

SJFHQ Assessment

- Transformation in military organizations encounters as much if not more “push back” as in civilian institutions.
- SJFHQ adapted its message to promote its role and the transformational enablers within the commands (the customers)
- Some of its enablers were more accepted than others: CIE , EBO and SoSA.
- ONA mixed response, gained ground when assigned to assist in the GWOT as the Global Synchronization Tool (GST).
- SJFHQ not a perfect “Web of Inclusion,” but potential is there
- SJFHQ a leading carrier of transformation concepts

- SJFHQ efforts have helped to promote jointness in the field
- Positive transformation in NATO with co-location of Allied Command Transformation (ACT) in Norfolk and JFCOM/ SJFHQ engagement
- For every “push back,” there are incremental steps forward of key transformational enablers: EBO has caught on in major combat theaters; SoSA a growing template for Intelligence Preparation of the Operational Environment
- Transformational enablers increasingly are the new doctrine for US and NATO
- Some limitations are due to limitations of partners, such as the Interagency, still in its infancy, lacking resources.
- More robust Interagency, increased role of State Department’s S/CSR will enable SJFHQ to play more useful role
- SJFHQ has already had multiple engagements and demonstrated value-added, the true test of viability as a C2 organization for the Information Age

SJFHQ DEPLOYMENTS



HURRICANE KATRINA SUPPORT

USJFCOM/SJFHQ(CE)-0a

19 September 2005

